

# Executive Summary

## ES-05 Executive Summary - 24 CFR 91.200(c), 91.220(b)

### 1. Introduction

**This is the first amendment to the jurisdiction's adopted consolidated strategy for the years October 1, 2020, through September 30, 2025. The proposed amendment will affect years 3 through year 5 – October 1, 2022 through September 30, 2025 unless amended in the future. The amendment will add to an existing priority goal description and add a new priority goal to the category of Housing. Amended portions are only in this Executive Summary with amendments appearing in "BOLD" type.**

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The Consolidated Strategic Plan (CSP) is a 3 to 5- year planning document required from the jurisdiction in its participation in U.S. Department of Housing and Urban Development (HUD) grant programs. The jurisdiction has selected a five- year plan to address community needs and their respective priority as identified by citizens, public service agency and civic organization representatives, local government and city officials, city planning and community development staff. The information collected and received during community planning meetings and public hearings was combined and reduced to a listing of specific categories of objectives and goals to achieve over the next five years through individual annual plans and consolidated performance reports at the end of each fiscal cycle.

The Consolidated Strategic Plan focuses on the proposed uses of two Federal Entitlement Program funding resources: CDBG and HOME Programs.

**Community Development Block Grant (CDBG):** The primary objective of this program is to develop viable urban communities by providing decent housing, a suitable living environment, and economic opportunities, principally for persons of low income. Funds may be used for a wide variety of activities, including: housing rehabilitation, homeownership assistance; lead-based paint detection and removal; construction or rehabilitation of public facilities; removal of architectural barriers, public services; rehabilitation of commercial or industrial buildings; matching other programs requiring local funding and loans or grants to businesses.

**Home Investment Partnership Program (HOME):** the HOME program provides federal funds for the development and rehabilitation of affordable rental and ownership housing for low-income households. HOME funds can be used for activities that promote affordable rental housing and homeownership for low-income households, including building acquisition; new construction and reconstruction; moderate or substantial rehabilitation; homebuyer assistance; and tenant-based rental assistance.

Additional funding from various public, private, or other federal sources will be combined with the CDBG and/or HOME funding to achieve the goals established for each year of the five year plan.

Performance will be measured at the end of each fiscal cycle noting accomplishments as well as discrepancies due to unforeseen causes.

The Killeen community is encouraged to participate at every opportunity in identifying new or changing needs and reporting them to the Community Development Advisory Committee (CDAC), during public hearings and comment periods in association with the proposed use and expenditure of the HUD funding.

## **2. Summary of the objectives and outcomes identified in the Plan Needs Assessment Overview**

**This amendment will continue the primary objectives and outcomes initially identified in the original 2020-2024 Consolidated Strategic Plan however an additional information will be added to an existing goal description and an additional goal will be added to the Housing category to include the objective of New Construction of Affordable Rental units in local target areas increasing housing opportunities for low-income individuals and households.**

The City of Killeen and its public and private partners will utilize Community Development Block Grant (CDBG) and Home Investment Partnerships (HOME) Program funds in conjunction with other public and private funding sources to achieve outcomes in meeting the identified needs of its community and in serving the needs of the various income levels of persons and households by:

- Creating a suitable living environment through programs and financial resources that provide assistance and improvement of human performance, motivation, and productivity; bettering the economic conditions under which people live, learn and work

- Sustaining a suitable living environment by improving the safety and viability of neighborhoods and through the re-use and revitalization of existing resources in focused areas

- Providing a suitable living environment through decent affordable housing programs that provide opportunities to assist the most at-risk families who are faced with excessive gaps between housing costs and practical solutions and interventions that are associated with housing needs in connection with the deterioration of existing affordable housing stock owned and occupied by low income families, elderly and/or disabled individuals and families.

**See attached Amendment #1 information...**

The jurisdiction estimates the following accomplishments to be undertaken during the 2015- 2019 Consolidated Strategic Plan (October 1, 2020 through September 30, 2025).

• **Housing – Affordable Housing Development- Rental - 10 units**

Housing - Acquisition/Rehabilitation/Resale of Existing (owners) - 15 units

Housing - Rehabilitation Existing Owner/Rental - 40 units

Housing- Acquisition Assistance Homebuyers (First Time Homebuyer Assistance) - 15 units

Housing - Rental Assistance (tenant based) - 115 households

Public Facilities, Infrastructure/Improvements (City owned) - 60,000 households benefitting; 700 persons assisted housing for homeless persons

Public Facilities Improvements -NPOs (NonProfit Owned) - 7,000 persons assisted; 15 shelter/transitional housing beds; 10 persons homeless prevention

Public Service Programs - 19,500 persons assisted; 1000 persons assisted prevention of homelessness

Economic Development - 10 job creation/retention; 5 businesses assisted

Economic Development-Preservation - 5 facade treatment/business assisted; 5 jobs created/retained

Other Community Needs/Improvements - 500 units Code Enforcement/Foreclosed Property Care; 35 Buildings Demolished and debris Cleared; 30 households receiving Housing Counseling

Planning and Administration of HUD Formula Grant Programs (CDBG and HOME) - 5 years of planning, management, operation of Community Development Block Grant and Home Investment Partnerships Act program funding from HUD beginning program year 2020, ending program year 2024

**Amendment #1 Information**

**ADD TO DESCRIPTION: PUBLIC INFRASTRUCTURE & IMPROVEMENTS – CITY OWNED**

Description: Funding for publicly (City of Killeen) owned facilities and infrastructure improvements to include rehabilitation, reconstruction, and new construction with appropriate justification to: streets, curb/gutters, sidewalks, sanitary sewer, water, public libraries, solid waste disposal, parks and green spaces, lighting, benches, street and landscaping, architectural barrier removal-accessibility improvements installing ramps, railing, signage, etc., police substation, fire fighting/lifesaving emergency equipment, flood/drainage improvements, and sustaining aging infrastructure and facilities in the target areas of the city. HIGH priority - other low-income Census Tracts/Block Groups (CDBG LI Target Areas) LOW priority – other areas in the corporate City limits of Killeen.

### **ADD PRIORITY: AFFORDABLE HOUSING DEVELOPMENT – RENTAL UNITS (New Construction)**

Priority Level-High; Population- Low-income, Elderly, Large Families, Families with Children, Small Families; Geographic Areas Affected- Local Target Area Small (LTASM) North Killeen Revitalization Area (NKRA) and Local Target Area Large (LTALG); Associated Goals-Rental Housing Development, DH1; Description: Funding for development of affordable rental housing units; Maximum gross annual household income equal to or less than 80% of the AMI (area median income) applies to rental housing development. 50% of HOME-assisted rental units must be occupied by tenants with gross annual household income equal to or less than 60% of the AMI; Housing Counseling of assisted households, by a HUD Certified Housing Counseling Agency/Counselor with goals incorporating comprehensive training and education that will assist the household in improving their housing conditions in meeting the responsibilities of homeownership or tenancy, are required; services to persons with limited English proficiency (LEP), and minimum time duration and curriculum content requirements apply; the household may not be charged for materials or for participating in the required housing counseling session(s). Housing counseling requirements are waived for persons who are elderly (over age 62 years). A 20-year minimum Housing Affordability Period applies to rental housing new construction. Basis for Relative Priority- Community Planning Meetings, and American Community Survey 2011-2015 5-year estimates (2018 ACS updates) as mandated by HUD, Housing Problems data, Cost burdened data.

The jurisdiction estimates the following accomplishments to be undertaken during the remaining three years of the 2020-2024 Consolidated Strategic Plan (October 1, 2022 through September 30, 2025) from this proposed amendment:

- **Housing – Affordable Housing Development- Rental - 10 units**
- **Public Infrastructure & Improvements-City Owned – 35,460 persons assisted**

### **3. Evaluation of past performance**

**Although this amendment does not yet have performance data or results, the jurisdiction will report performance results at the end of the applicable program year in which activities are funded under the added goal and/or existing goal with the updated description. See attachment to number 2 above.**

The jurisdiction estimates the following accomplishments during the previous Consolidated Strategic Plan 2015-2019:

### **CDBG**

Housing - 23 owner occupied housing units were rehabilitated for low income home owners including housing delivery costs utilizing \$871,857.

Public Services - 28,155 persons were assisted through public service programs utilizing \$1,111,975 this includes 8,779 assisted with urgent need assistance associated with impacts from COVID-19.

Public Facilities/Public Improvements - City Owned and NonProfit Owned - 31,893 persons benefitted from 11 public facilities, parks and recreation, street, and sidewalk improvements.

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## **HOME**

First Time Homebuyers with Repairs (rehabilitation) - 31 low income households were assisted into first time home ownership utilizing \$663,626.16.

Tenant Based Rental Assistance (families) - 76 low income families received monthly rent subsidy along with security deposit and first month rent utilizing \$619,469.

### **4. Summary of citizen participation process and consultation process**

**The City of Killeen followed requirements associated with the Killeen Citizen Participation Plan (CPP) to encourage citizen participation and comment on changing conditions within the community directly effecting low- and moderate-income individuals and households. The jurisdiction notified the public of the proposed amendment to the Killeen Community Development 2020-2024 5-yr Consolidated Strategic Plan (2020-2024 CSP) through two public hearings. The public hearings were advertised in the Killeen Daily Herald on June 25, 2022, with opening a 30-day comment period the following day. The comment period will be available through July 25, 2022 whereby the comment period will conclude at a second and final public hearing conducted by the Killeen City Council. Any written and oral comment received during the comment period, applicable to the proposed amendment to the Killeen Community Development Consolidated Strategic Plan, will be considered and added to the amended plan document.**

Citizen participation is encouraged through various media sources, including publications in local and ethnic newspapers, through the City's public access channel, public news bulletin boards located in municipal buildings, and through accessing the City's internet web site.

The Citizen Participation Plan describes how citizens, non-profit organizations and other interested entities may contribute to the development of the consolidated strategy and annual plans to address objectives and goals to meet the identified community need. All persons are afforded the opportunity to meet with City staff, to participate by attending community planning meetings, public hearings, and advisory committee meetings, and to submit proposals. In the last year of the jurisdiction's CSP- 2015-

2019/AAP 2019-2020 the jurisdiction made changes to its Citizen Participation Plan (CPP) to include necessary language related to swift action regarding disasters and public comment period during the disastrous event. See the April 2020 revision of the Killeen Citizen Participation Plan in the Appendices.

During the preparation of the Consolidated Strategic Plan, comments are accepted through various correspondence formats, from all persons, public, private or civic organizations and are considered when funding various project requests. Access to public hearings and notice of hearings are made available to all persons, regardless of impediments or disabilities, and are published in accordance with HUD and local regulations.

Participation of non-English speaking citizens is accomplished with bilingual staff and publication in Spanish language, of public notices of hearings, informational manuals, and guides on the CDBG and HOME Programs. Bilingual staff is also available on an individual basis and translators for other languages are available upon citizen's request. Community Development Advisory Committee members are involved in the development of programs, are actively involved in local community development matters with many members utilizing [their] bilingual capabilities to stimulate and encourage participation of minority and non-English speaking citizens.

## **5. Summary of public comments**

**The jurisdiction did not receive any public comments during the public hearing identifying the first amendment and proposed changes to the five-year consolidated strategic plan goals or priorities.**

The jurisdiction received one public comment, which provided statements regarding the amount of funding allocated in the jurisdiction's first program year (2020-2021) in a statement addressed to the Killeen City Council. Although the commentor made statements regarding the funding amounts recommended by the Community Development Advisory Committee, the commentor offered no alternatives in changing the allocations; Killeen City Council had no further discussions and approved the Consolidated Strategic Plan and the recommendations for funding allocations for the program year 2020-2021 for CDBG and HOME proposed activities and projects.

The public comment period opened on June 10, 2015 and ended July 9, 2015. The Killeen City Council received a briefing from Community Development Executive Director - Leslie Hinkle at the public hearing and opening of the comment period on June 10, 2015; Ms. Hinkle presented the results of the comment period to the Killeen City Council on July 14, 2015, where the comment period was restated and concluded with no comments, written, verbal, or otherwise, received or submitted to the Community Development Department.

## **6. Summary of comments or views not accepted and the reasons for not accepting them**

**No comments or views were not accepted for the proposed amendment #1 to the five-year consolidated strategic plan.**

The jurisdiction accepted comments on the content associated with the 2020-2024 Consolidated Strategic Plan in the proposed use of U.S. Department of Housing and Urban Development Community Development Block Grant (CDBG) and Home Investment Partnerships (HOME) Program funds for the period of October 1, 2020 to September 30, 2025. During the 30- day comment period - no comments or views were received - no comments or views were not accepted.

## **7. Summary**

**The jurisdiction has incorporated the proposed amendment to identified Goals and Priority Needs initially included in the submittal of the Killeen Community Development Five Year Consolidated Strategic Plan for its HUD CDBG and HOME program funding.**

The jurisdiction has aligned its objectives and outcomes by the following code: DH1-Decent Housing/Availability-Accessibility; DH2-Decent Housing/Affordability; DH3 -Decent Housing/Sustainability; SL1-Suitable Living Environment/Availability-Accessibility; SL2-Suitable Living Environment/Affordability; SL3-Suitable Living Environment/Sustainability; EO1-Economic Opportunity/Availability-Accessibility; EO2-Economic Opportunity/Affordability; EO3-Economic Opportunity/Sustainability.

The jurisdiction welcomed comments on the content associated with the 2020-2024 Consolidated Strategic Plan and in the proposed use of U.S. Department of Housing and Urban Development Community Development Block Grant (CDBG) and Home Investment Partnerships (HOME) programs throughout the coming five years, adjusting to new and changing community priorities. At the close of the comment period, the jurisdiction had not received any comments on the 5-year strategy or the annual action plan for FY 2020-2024.

# Strategic Plan

## SP-05 Overview

### Strategic Plan Overview

The objective of this strategy is to provide the framework for addressing priority community needs reduced to goals and outcomes utilizing federal funds and other leveraged resources over the next five years in the City of Killeen's 2020-2024 Consolidated Strategic Plan (CSP). The following sections describe courses the jurisdiction will use to help set the goals including geographic priorities (SP-10), identifying priority needs including factors used by HUD in providing contributing factors to the Killeen community and local market influence on housing development (SP-30) in the greater Killeen area and Central Texas region. Additionally, the jurisdiction and its partners have responsibility for compliance to cross cutting statutes that impact federally funded projects to include mitigation of lead-based paint (SP-65), barriers to housing under the Fair Housing Act (SP-55) and commitments to responsible public stewardship of federal, state and local taxpayer funds through proper monitoring (SP-65) of activities supported under this CSP. The jurisdiction relates funded and leveraged projects in this plan to other efforts such as the homelessness strategies (SP-60) and how projects aim to address poverty within the community in a broad context (SP-70).

Finally, the Strategic Plan provides an outline of what the jurisdiction expects to accomplish with its federal CDBG and HOME program funds by stating the priorities, goals, delivery structure and expected outcomes (SP-45, SP-40) it will achieve. Each subsequent Annual Action Plan (AAP) will provide details on how the jurisdiction and its community partners intend to spend specific grant resources on specific activities tying back to the e larger Strategic Plan goals.

Each Goal will be subject to an Objective and Outcome under the HUD provided criteria:

### **Objectives**

- *Providing Decent Housing:* covering a wide range of housing activities whose purpose is to meet individual family or community housing needs but does not include programs where housing is an element of a larger effort to make community-wide improvement since that would be classified under Suitable Living Environments
- *Creating Suitable Living Environments:* activities that are designed to benefit communities, families, or individuals by addressing issues in their living environment.
- *Creating Economic Opportunities:* applies only to activities related to economic development, commercial revitalization, or job creation.

### **Outcomes**

- *Availability/Accessibility: applies to activities that make services, shelter and basics of daily living available and accessible to low-and moderate-income people where they live.*
- *Affordability: applies to activities that provide affordability in a variety of ways to low-and moderate-income people; creation/rehabilitation of affordable housing; improving quality, lowering the costs and having an end result of more affordability.*
- *Sustainability: applies only to activities aimed at improving communities or neighborhoods, helping to make them livable or viable by providing benefit to person of low-and moderate-income; removing slum or blighted areas; sustaining neighborhoods.*

An activity (goal) can have multiple outcomes to one listed objective depending upon the change, expected result or impact related to the individual projects. In this instance, the jurisdiction will list the objective code with the goal. The outcome (category) will be listed along with the federal fund source and the combined amount of expected funding for the term of this Consolidated Plan.

The Objective/ Outcome Codes for this Strategy are as follows:

<b>Objective Codes</b>		<b>Outcome Codes</b>	
	Availability/Accessibility	Affordability	Sustainability
Decent Housing	DH-1	DH-2	DH-3
Suitable Living Environment	SL-1	SL-2	SL-3
Economic Opportunity	EO-1	EO-2	EO-3

**Table 1 - OBJECTIVE/OUTCOME KEY CODE TABLE**

## SP-10 Geographic Priorities – 91.215 (a)(1)

### Geographic Area

Table 2 - Geographic Priority Areas

<b>1</b>	<b>Area Name:</b>	Local Target Area Small (LTASM)
	<b>Area Type:</b>	Local Target area
	<b>Other Target Area Description:</b>	
	<b>HUD Approval Date:</b>	
	<b>% of Low/ Mod:</b>	
	<b>Revital Type:</b>	Comprehensive
	<b>Other Revital Description:</b>	
	<b>Identify the neighborhood boundaries for this target area.</b>	Local Target Area SM (LTASM) (black outline) - the area boundaries consist of Hwy 195 (Fort Hood Street) on the West, City limits boundary to Fort Hood on the North; 10th Street on the East, and Business Highway 190 (Veterans Memorial Boulevard) on the South. This LTASM contains the following Census Tracts / Block Groups – 228.01/01, 228.01/03, 235.00/01, 235.00/02, and 235.00/03 for a total of 3,355 low- and moderate-income persons. The combined low-mod percent average for these 2 census tracts is 62% of the low-mod universe = 5,385.
	<b>Include specific housing and commercial characteristics of this target area.</b>	Comprehensive – infrastructure, facilities, housing, business, and commercial improvements in the original township and areas of expansion in the original town.  This target area will enhance, revitalize, preserve, sustain, and redevelop residential and commercial properties, public infrastructure, public improvements, and public facilities that increase and expand opportunities to existing and new residents and businesses within this identified local target area. This local target are also contains a historic district that is listed on the State of Texas and National Parks registers of historic places.

<p><b>How did your consultation and citizen participation process help you to identify this neighborhood as a target area?</b></p>	<p>In the '2020 Unity within the Community' surveys, Community Engagement, and Community Planning meetings, participants suggested particular areas where efforts of revitalization should be directed for public infrastructure, public facility improvements, residential housing (single family and duplexes) and commercial housing (more than 3 housing units in one structure). No specific amount or percentage of annual funding was established.</p>
<p><b>Identify the needs in this target area.</b></p>	<p>Housing - there are varying eras of housing construction ranging from pre-1950, 1950-1970 and 1970-1990 in included residential areas. Single and multi-family type structures will be considered, whereby the jurisdiction will follow the standards associated with substandard housing and substandard housing suitable for rehabilitation. Public improvements such as main water and sewer lines, sidewalks, streets, curb and gutter, street lighting, and small and neighborhood parks are all aging and in need of replacements. Additional lighting could be added to ensure resident safety and to encourage people to use neighborhood parks via wider sidewalks and/or trails. Sewer and water lines are ripe for replacements as some are more than 50 years old with infiltration issues due to settling of the earth around the pipe. Existing commercial structures are vacant and/ or in need of a significant amount of rehabilitation - activities could include re-use or demolition with re-construction of the same type of structure.</p>

<p><b>What are the opportunities for improvement in this target area?</b></p>	<p>Comprehensive improvements to – infrastructure, facilities, housing, business, and commercial improvements in the original township and areas of expansion in the original town.</p> <p>Many existing housing structures are in need of rehabilitation whether those containing multi- or single-family structures; neighborhood parks are in need of sidewalk upsizing or installation to accommodate persons with accessibility issues, as well as upgrades to park equipment to accommodate physically disabled patrons and additional lighting for safety. Non-profit and for-profit entities are always looking to expand to meet the needs of people where they live - i.e. grocery store, small business type offices - dental, health, etc., and community and senior centers.</p> <p>Additional resources including area banks and financial institutions including those in need of meeting CRA (Community Reinvestment Requirements), community civic organizations, and other investors who are willing to provide financial resources to achieve re-use and revitalization of the area.</p>
<p><b>Are there barriers to improvement in this target area?</b></p>	<p>Barriers to improving the LTASM will mostly be financial as there are an abundance of structures in need of updating. However limited federal and other public/private funding would be the greatest challenge to fully accomplishing the revitalization efforts.</p> <p>Businesses may be somewhat skeptical or concerned with the use of federal funds and may not have the means to borrow or contribute to the cost of updates due to the low income area and meeting their target market group as associated with their products, goods, or services. Owners of residential structures are more likely to participate with funding offered in the form of a grant; multi-unit housing structure owners may be less inclined to participate in new construction or re-construction projects due to long term federal compliance requirements.</p>

<b>2</b>	<b>Area Name:</b>	North Killeen Revitalization Area (NKRA)
	<b>Area Type:</b>	Local Target area
	<b>Other Target Area Description:</b>	
	<b>HUD Approval Date:</b>	
	<b>% of Low/ Mod:</b>	
	<b>Revital Type:</b>	Comprehensive
	<b>Other Revital Description:</b>	

<p><b>Identify the neighborhood boundaries for this target area.</b></p>	<p>This target area includes the previously identified LTASM target area expanding the boundaries to the East and South adding additional census tracts of low- and moderate income persons. This NKRA target area will expand the enhancing, revitalizing, sustaining, and redeveloping of residential and commercial properties, public infrastructure, public improvements, and public facilities that increase and expand opportunities to existing and new residents and businesses within this identified local target area.</p> <p>North Killeen Revitalization Area (NKRA) (yellow outline) - the area boundaries consist of Hwy 195 (Fort Hood Street) on the West, City limits boundary to Fort Hood on the North; W.S Young Drive on the East to Terrace Drive on the South; Terrace Drive Westward to Trimmier Road traveling North-West to Hallmark Avenue; traveling West on Hallmark Avenue to Hwy 195 (Fort Hood Street). This NKRA contains the following Census Tracts / Block Groups – 225.01/01, 226.00/05, 226.00/01, 226.00/02, 226.00/03, 226.00/04, 226.00/05, 228.01/01, 228.01/03, 235.00/01, 235.00/02, 235.00/03 and 222.00/01 for a total of 8,355 low- and moderate-income persons. The combined low-mod percent average for these census tracts is 66% of the low-mod universe = 12,680. <i>Census Tract/Block Group 222.00/01 has 1,185 low-income persons however the tract/block group is not considered as having 51% or more of the population within the tract/block group having income at or below 80% of the area median income for the Killeen-Temple Metropolitan Statistical Area (MSA) according to HUD data and U.S. Census and American Community Survey estimates for the years 2011-2015.</i></p>
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<p><b>Include specific housing and commercial characteristics of this target area.</b></p>	<p>Neighborhoods within the this small local target area are older with construction dating back to pre-1950 (c. 1942-1948) and was likely established after the settlement of Camp Hood (now known as Fort Hood). The area includes existing single and multi-family housing structures; public facilities are not dominant and rarely exist with exception to those created by the City as parks and playgrounds. The area is absent of sidewalks as they were not required when the homes were constructed and street lighting is limited and/or not present. Water/Sewer lines are of the same age as the existing housing and commercial structures with cast iron water lines and clay pipe sewer lines. Some of the existing housing units have been converted to accommodate small businesses – insurance offices, barber shops, off site dry cleaners; small structure strip mall units are also present along the Western boundary between Business Highway 190 and Rancier Avenue (TX 439). Construction of commercial structures ranges from 1948 through 1990 including repurposing of prior fast food chain establishments into small business restaurants.</p>
<p><b>How did your consultation and citizen participation process help you to identify this neighborhood as a target area?</b></p>	<p>In the ‘2020 Unity within the Community’ surveys, the Community Engagement, and Community Planning meetings, participants suggested particular areas where efforts of revitalization should be directed for public infrastructure, public facility improvements, residential housing (single family and duplexes) and commercial housing (more than 3 housing units in one structure). No specific amount or percentage of annual funding was established.</p>

<p><b>Identify the needs in this target area.</b></p>	<p>Housing - there are varying eras of housing construction ranging from pre-1950, 1950-1970 and 1970-1990 in included residential areas. Single and multi-family type structures will be considered, whereby the jurisdiction will follow the standards associated with substandard housing and substandard housing suitable for rehabilitation. Public improvements such as main water and sewer lines, sidewalks, streets, curb and gutter, street lighting, and small and neighborhood parks are all aging and in need of replacements. Additional lighting could be added to ensure resident safety and to encourage people to use neighborhood parks via wider sidewalks and/or trails. Sewer and water lines are ripe for replacements as some are more than 50 years old with infiltration issues due to settling of the earth around the pipe. Existing commercial structures are vacant and/ or in need of a significant amount of rehabilitation - activities could include re-use or demolition with re-construction of the same type of structure.</p>
<p><b>What are the opportunities for improvement in this target area?</b></p>	<p>Comprehensive – infrastructure, facilities, commercial/business, housing improvements.</p> <p>Many existing housing structures are in need of rehabilitation whether those containing multi- or single-family structures; neighborhood parks are in need of sidewalk upsizing or installation to accommodate persons with accessibility issues, as well as upgrades to park equipment and additional lighting for safety. Non-profit and for-profit entities are always looking to expand to meet the needs of people where they live - i.e. grocery store, small business type offices - dental, health, etc., and community and senior centers.</p> <p>Additional resources including area banks and financial institutions, community civic organizations, and other investors are willing to provide financial resources to achieve re-use and revitalization of the area.</p>

	<p><b>Are there barriers to improvement in this target area?</b></p>	<p>Many existing housing structures are in need of rehabilitation whether those containing multi- or single-family structures; neighborhood parks are in need of sidewalk upsizing or installation to accommodate persons with accessibility issues, as well as upgrades to park equipment and additional lighting for safety. Non-profit and for-profit entities are always looking to expand to meet the needs of people where they live - i.e. grocery store, small business type offices - dental, health, etc., and community and senior centers.</p> <p>Additional resources including area banks and financial institutions, community civic organizations, and other investors are willing to provide financial resources to achieve re-use and revitalization of the area.</p>
3	<p><b>Area Name:</b></p>	Local Target Area Large (LTALG)
	<p><b>Area Type:</b></p>	Local Target area
	<p><b>Other Target Area Description:</b></p>	
	<p><b>HUD Approval Date:</b></p>	
	<p><b>% of Low/ Mod:</b></p>	
	<p><b>Revital Type:</b></p>	Comprehensive
	<p><b>Other Revital Description:</b></p>	

<p><b>Identify the neighborhood boundaries for this target area.</b></p>	<p>This target area includes the previously identified LTASM and NKRA target areas and expands the boundaries to the South and West adding additional census tracts of low-income and moderate income persons. This LTALG target area will expand the enhancing, revitalizing, sustaining, and redeveloping of residential and commercial properties, public infrastructure, public improvements, and public facilities that increase and expand opportunities to existing and new residents and businesses within this identified local target area.</p> <p>Local Target Area LG (LTALG) (green outline) - the area boundaries consist of Hwy 195 (Fort Hood Street) on the West, City limits boundary to Fort Hood on the North; W.S. Young Drive on the East to I-14 (formerly referred to as Highway 190) on the South. This LTALG contains the following Census Tracts/Block Groups – 225.01/01, 226.00/05, 226.00/01, 226.00/02, 226.00/03, 226.00/04, 226.00/05, 228.01/01, 228.01/03, 229.00/01, 229.00/03, 229.00/04, 235.00/01, 235.00/02, 235.00/03 and 222.00/01, 225.01/02, 225.01/03, 225.01/04, 229.00/02, 230.00/01, 230.00/02 for a total of 12,540 low- and moderate-income persons. The combined low-mod percent average for these census tract is 62% of the low-mod universe = 20,120. <i>Census Tracts/Block Groups 222.00/01, 225.01/02, 225.01/03, 225.01/04, 229.00/02, 230.00/01, 230.00/02 contain 3,425 low-income persons however these tracts/block groups are not considered as having 51% or more of the population within the tract/block group having income at or below 80% of the area median income for the Killeen-Temple Metropolitan Statistical Area (MSA) according to HUD data and U.S. Census and American Community Survey estimates for the years 2011-2015 the combined total of all tracts/block groups in this target area have an average 60.10% low-income.</i></p>
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<p><b>Include specific housing and commercial characteristics of this target area.</b></p>	<p>Housing - there are varying eras of housing construction ranging from pre-1950, 1950-1999 and 2011-2016 in included residential areas. Single and multi-family type structures will be considered, whereby the jurisdiction will follow the standards associated with substandard housing and substandard housing suitable for rehabilitation. Public improvements such as main water and sewer lines, sidewalks, streets, curb and gutter, street lighting, and small and neighborhood parks are all aging and in need of replacements. Additional lighting could be added to ensure resident safety and to encourage people to use neighborhood parks via wider sidewalks and/or trails. Some sewer and water lines are more than 50 years old with infiltration issues due to settling of the earth around the pipe. Existing commercial structures are vacant and/ or in need of a significant amount of rehabilitation - activities could include re-use or demolition with re-construction of the same type of structure..</p>
<p><b>How did your consultation and citizen participation process help you to identify this neighborhood as a target area?</b></p>	
<p><b>Identify the needs in this target area.</b></p>	<p>In the '2020 Unity within the Community' surveys, the Community Engagement, and Community Planning meetings, participants suggested particular areas where efforts of revitalization should be directed for public infrastructure, public facility improvements, residential housing (single family and duplexes) and commercial housing (more than 3 housing units in one structure). No specific amount or percentage of annual funding was established.</p>

	<p><b>What are the opportunities for improvement in this target area?</b></p>	<p>Many existing housing structures are in need of rehabilitation whether those containing multi- or single-family structures; neighborhood parks are in need of sidewalk upsizing or installation to accommodate persons with accessibility issues, as well as upgrades to park equipment and additional lighting for safety. Non-profit and for-profit entities are always looking to expand to meet the needs of people where they live - i.e. grocery store, small business type offices - dental, health, etc., and community and senior centers.</p> <p>Additional resources including area banks and financial institutions, community civic organizations, and other investors are willing to provide financial resources to achieve re-use and revitalization of the area.</p>
	<p><b>Are there barriers to improvement in this target area?</b></p>	<p>Barriers to improving the LTASM will mostly be financial as there are an abundance of structures in need of updating. However limited federal and other public/private funding would be the greatest challenge to accomplishing the revitalization efforts. Businesses may be somewhat skeptical or concerned with the use of federal funds and may not have the means to borrow or contribute to the cost of updates due to the area and meeting their target market group as associated with their products, goods, or services. Owners of residential structures are more likely to participate with funding offered in the form of a grant; multi-unit housing structure owners may be less inclined to participate in new construction or re-construction projects due to long term federal compliance requirements.</p>
<p><b>4</b></p>	<p><b>Area Name:</b></p> <p><b>Area Type:</b></p> <p><b>Other Target Area Description:</b></p> <p><b>HUD Approval Date:</b></p> <p><b>% of Low/ Mod:</b></p> <p><b>Revital Type:</b></p> <p><b>Other Revital Description:</b></p> <p><b>Identify the neighborhood boundaries for this target area.</b></p>	<p>Grantee Boundaries</p> <p>City Wide</p> <p>City Wide</p> <p></p> <p></p> <p></p> <p></p> <p>This boundary includes the entire jurisdiction within the corporate city limits of Killeen.</p>

<p><b>Include specific housing and commercial characteristics of this target area.</b></p>	<p>Estimated 17% of the population of Killeen is considered as low-income at or below 80% of the area median income for the Killeen-Temple Metropolitan Statistical Area (MSA) according to HUD data and U.S. Census and American Community Survey estimates for the years 2011-2015.</p> <p>Housing construction range from 1913 and prior to 2020 with aging units in need of updates, rehabilitation and to an extent – reconstruction. Commercial building construction range is from 1930 to 2020 with many older units in the original township area (downtown) of the City and are connected in the traditional manner of rising retail centers in an emerging town. Commercial and Residential growth moved south of the original township as population changes dictated to accommodate community need.</p>
<p><b>How did your consultation and citizen participation process help you to identify this neighborhood as a target area?</b></p>	<p>Identified the jurisdiction's boundaries as area eligible for use of the HUD program funds.</p>
<p><b>Identify the needs in this target area.</b></p>	
<p><b>What are the opportunities for improvement in this target area?</b></p>	
<p><b>Are there barriers to improvement in this target area?</b></p>	<p>The barrier that exists at this point includes lack of adequate funding to address all public service, public facilities and public infrastructure improvements, commercial, business and economic development, and housing needs of the entire community.</p>

**General Allocation Priorities**

Describe the basis for allocating investments geographically within the jurisdiction (or within the EMSA for HOPWA)

The jurisdiction will use its HUD funding throughout the eligible geographic areas - corporate city limits- as is eligible from receipt of the federal funding. To make a greater impact in low-income areas, the jurisdiction proposes a specific geographic area where it will target funding from both its CDBG and HOME funds over the next five years in this Consolidated Plan. There are three (3) segmented regions contained within the overall defined geographic area. The regions are identified as: Local Target Area SM (small) shown in the BLACK outline; North Killeen Revitalization Area, as designated by the Killeen

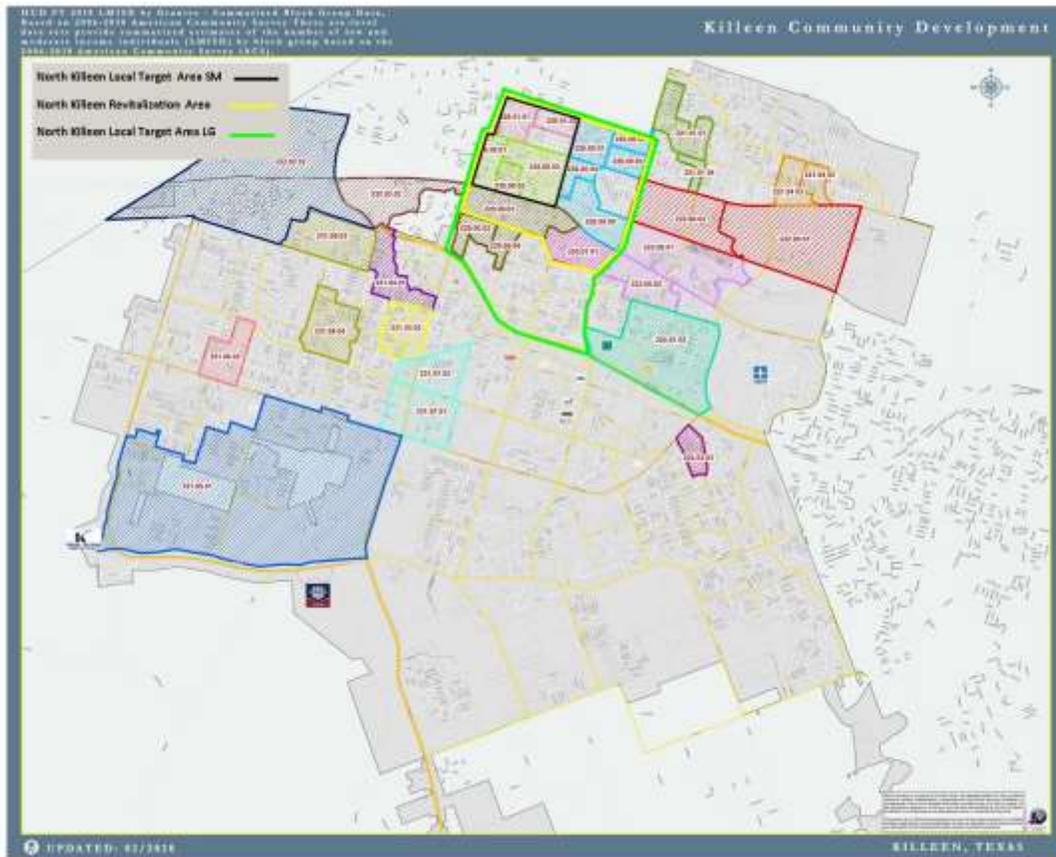
City Council, shown in the YELLOW outline; and Local Target Area LG (large) shown in the GREEN outline.

For the identified target areas - LTASM and NKRA - the boundary will include both sides of the applicable road, street, highway, expressway, thoroughfare, etc. to the opposing property boundary facing the target area boundary line. For the identified target area - LTALG - the boundary will only include both sides of the applicable road/street to the opposing property boundary facing the target area boundary line, but will not include both sides of highway I-14 (formerly referred to as Highway 190). Only the North side of highway I-14 will be eligible under the LTALG.

All target areas will include activities to enhance, revitalize, sustain, and redevelop residential and commercial properties, public infrastructure, public improvements, and public facilities that increase and expand opportunities to existing and new residents and businesses within the identified local target areas. The jurisdiction's HUD program funding will leverage and/or be combined with private, local, state, and federal resources in the form of loans, grants, or other equitable form or mechanism to achieve the priorities identified in this strategic plan.

Activities associated and/or funded under Public Services will provide for Killeen residents in the target areas and from within the grantee's boundaries (corporate city limits).

*See Narrative: Local Target Area-1 and -2*



**KILLEEN LOCAL TARGET AREAS 2020-2024**  
**NARRATIVE: Local Target Areas-1**

Numerous responses from the community surveys, community engagement and community planning meetings provided potential geographical areas in need of redevelopment/revitalization with the most responses indicating the area encompassed within the boundary of Fort Hood boundary on the North; Fort Hood Street (Hwy 195) on the West; Highway 190 (Central Texas Expressway) on the South; and W. S. Young on the East (local target area- large (LTALG)). Yet within that boundary lies two smaller priority geographical areas identified as the local target area-small (LTASM) and the North Killeen Revitalization Area. These boundaries are more specifically defined by the Census Tracts, as determined by the American Community Survey 2011-2015 estimates required by HUD to be used in developing this strategic plan. The areas identified as low-income areas contain population figures where 51% or more of the population is considered as low-income – or having annual income at or below 80% of the area median income (AMI) for the Killeen area. Fourteen (14) such areas are identified by Census updates through the American Community Survey 2011-2015 data – known as the 2018 Low-Mod Income Summary Data (LMISD) for the city and are shown within the individual outlines of each target area on the Killeen area. Each Low-Income Census Tract is specifically outlined and identified on the map.

It is not mandatory to establish locally designated target area(s) where efforts will be concentrated however, HUD strongly encourages grantees to do so. The general CDBG rule requires activities that benefit an area only meet the area benefit national objective if at least 51% of the residents of the area are low and moderate-income; the City of Killeen has fourteen (14) such areas within the target areas. There are 9 areas with more than 75% of the population considered as 'low-income' and 1 area with 100% of the population considered as 'low-income'; \$63,900 is the current (April 2020) median gross annual income for a household of 4 persons.

### **NARRATIVE: Local Target Areas-2**

A greater amount of the target areas are where housing and commercial properties are older and located in areas situated at a farther distance from the main thoroughfare (I-14/Hwy. 190) east/west through the City of Killeen making them less desirable. Additionally, many extremely low income households occupy units in these areas as the northern area of the jurisdiction does not appeal to households who are not low-income. Many of the residential and commercial structures, including infrastructure and other public improvements (e.g., parks, water – sanitary sewer lines, roads and streets) were added between the years 1930 – 1990 as the Killeen community expanded with growth of the military encampment - Fort Hood and are in serious decline and deterioration. Businesses, including 'chain' stores and restaurants have left the area and those buildings are either vacant and/or are occupied by small businesses surviving off local and military purchases. Building codes and the Killeen Code of Ordinances were well defined for the time those structures were built but are considerably much different today incorporating energy efficiency and conservation in building methods and the significant change in material types for both above and below ground improvements. The designated local target areas would benefit tremendously through redevelopment/revitalization efforts sweeping the northern boundaries, south to I-14. Specifically, local target areas LTASM and NKRA are the oldest areas of development in the jurisdiction. Therefore, the focus on deteriorating housing and commercial structures will be the highest priority for expenditure of CDBG and HOME program funds addressing Housing-all types-rehabilitation/reconstruction and new construction, Code Enforcement activities to include clearance and demolition of unsafe structures making way for new development, Public Facilities and Improvements to include infrastructure-streets, sidewalks, utilities, parks and recreation facilities and improvements.

## SP-25 Priority Needs - 91.215(a)(2)

### Priority Needs

Table 3 – Priority Needs Summary

<b>1</b>	<b>Priority Need Name</b>	Housing-Acq/Rehab/Resale of Existing (owners)
	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Moderate Large Families Families with Children Elderly
	<b>Geographic Areas Affected</b>	Local Target Area Small (LTASM) North Killeen Revitalization Area (NKRA) Local Target Area Large (LTALG)
	<b>Associated Goals</b>	Housing Acq/Rehab/Resale Existing Units DH3

	<b>Description</b>	<p>Funding for acquisition and rehabilitation of existing single family housing units/structures, for home ownership, that are suitable for rehabilitation including accessibility modifications and reduction/abatement of lead based paint hazards with resale to mortgage eligible buyers; target households with income at 80% or less AMI. HOME investment for combined acquisition/rehabilitation/resale is limited to the HUD HOME Maximum Per-Unit Subsidy limit as issued annually by HUD; Maximum purchase price for low income purchasers is limited to the lesser of: 1) combined amount of principle, interest, taxes and insurance (PITI) equaling thirty percent (30%) of the purchasing household's (buyer) gross monthly income as qualified for with an approved mortgage lender, or 2) the Appraised value (by a licensed Texas Real Estate Commission Property Appraiser) of the property. The purchasing household must contribute a minimum of \$750 of their own funds toward the purchase; execute a Deed and Promissory Note for the HOME Affordability Period, and occupy the unit as the primary residence after purchase. The transaction/transfer to purchaser is subject to the HOME Recapture requirements applied at the time of purchase. Housing Counseling of assisted households, by a HUD Certified Housing Counseling Agency/Counselor with goals incorporating comprehensive training and education that will assist the household in improving their housing conditions in meeting the responsibilities of homeownership, is required; counseling services for persons with limited English proficiency (LEP) and minimum time duration and curriculum content requirements apply. The household may not be charged for materials or for participating in the required housing counseling session(s). Maximum gross annual household income equal to or less than 80% of the AMI (area median income) applies to the purchaser (buyer) household. Maximum Developer fee applies. The "Nine (9) Month Sales Deadline" applies and begins effective date of issuance of the certificate of occupancy; conversion to rental reverts to long term affordability of 20 years; 12 month lease terms and maximum rent rates apply after conversion to rental. Every 3 units that are HOME-assisted will require 1 unit at the developer's expense to be made available to purchasers who are not low-income; developer will be allowed to retain funds from the 1 unit without recourse from the jurisdiction.</p>
	<b>Basis for Relative Priority</b>	<p>2020 Unity within the Community surveys; Community Planning Meetings; American Community Survey 2011-2015 5-year estimates (2015 ACS updates) as mandated by HUD; Housing Problems data; Cost Burden data</p>
2	<b>Priority Need Name</b>	<p>HousingRehab Existing OwnerRental</p>
	<b>Priority Level</b>	<p>High</p>

	<b>Population</b>	Extremely Low Low Moderate Large Families Families with Children Persons with Mental Disabilities Persons with Physical Disabilities Persons with Developmental Disabilities Persons with Alcohol or Other Addictions Other
	<b>Geographic Areas Affected</b>	Local Target Area Small (LTASM) North Killeen Revitalization Area (NKRA) Local Target Area Large (LTALG)
	<b>Associated Goals</b>	Housing Acq/Rehab/Resale Existing Units DH3 Housing Rehab Existing Owner/Rental DH3

	<b>Description</b>	<p>Funding for existing home owner and rental housing units/structures determined to be suitable for rehabilitation including accessibility modifications for persons with physical and site impairments, reduction/abatement of lead based paint hazards; reconstruction of substandard homeowner and rental units not suitable for rehabilitation. Maximum gross annual household income equal to or less than 80% of the AMI (area median income) applies to home owner rehabilitation. 20% of HOME-assisted rental units with 5 or more units in one structure must be occupied by households with gross annual income equal to or less than 50% of the AMI and 10% of the HOME-assisted units will have chargeable rent not greater than those rents affordable to tenant households with gross annual income equal to 30% of the AMI; 60% of HOME-assisted rental units must be occupied by tenants with gross annual household income equal to or less than 60% of the AMI; and, an additional 10% of HOME-assisted rental housing projects must meet the need of target and special needs populations to include specialized supportive services to meet the needs of the household and family; support services are continuous during occupancy and are tailored to the individual/household and may not be provided specifically through group sessions. Housing Counseling of assisted households, by a HUD Certified Housing Counseling Agency/Counselor with goals incorporating comprehensive training and education that will assist the household in improving their housing conditions in meeting the responsibilities of homeownership or tenancy, are required; services to persons with limited English proficiency (LEP), and minimum time duration and curriculum content requirements apply. The household may not be charged for materials or for participating in the required housing counseling session(s). A 20-year minimum Housing Affordability Period applies to rental housing reconstruction; a 15-year minimum Housing Affordability Period applies to home owner housing reconstruction.</p> <p>Owner and Rental participants will also be required to participate in housing counseling, with a HUD Certified Housing Counselor, directed toward either - topics for owner or topics for renters.</p>
	<b>Basis for Relative Priority</b>	2020-2022 Unity within the Community surveys; Community Planning Meetings, and American Community Survey 2011-2015 5-year estimates (2015 ACS updates) as mandated by HUD, Housing Problems data, Cost burdened data
<b>3</b>	<b>Priority Need Name</b>	Housing-Acquisition Assistance Homebuyers
	<b>Priority Level</b>	High

	<b>Population</b>	Moderate Large Families Families with Children Elderly
	<b>Geographic Areas Affected</b>	City Wide Local Target Area Small (LTASM) North Killeen Revitalization Area (NKRA) Local Target Area Large (LTALG)
	<b>Associated Goals</b>	Housing Acq/Rehab/Resale Existing Units DH3 Acquisition Assistance-Homebuyers DH2
	<b>Description</b>	<p>Funding for down payment, closing cost, and gap financing to mortgage eligible first time homebuyers purchasing single-family housing units/structures. HOME investment is limited to the HUD HOME Maximum Per-Unit Subsidy limit for existing units as issued annually by HUD; Maximum monthly housing expense for low income purchasers is limited to the initial combined amount of principle, interest, taxes and insurance (PITI) equaling thirty percent (30%) of the purchasing household's (buyer) gross monthly income; Purchaser (buyer) must be qualified for a fixed rate, 30 year or less- mortgage loan with a City approved mortgage lender. The purchasing household must contribute a minimum of \$750 of their own funds toward the purchase; execute a Deed and Promissory Note for the HOME Affordability Period, and occupy the unit as the primary residence for a minimum of 5 years/60 months after purchase. Housing Counseling of assisted households, by a HUD Certified Housing Counseling Agency/Counselor with goals incorporating comprehensive training and education that will assist the household in improving their housing conditions in meeting the responsibilities of homeownership, is required; services for persons with limited English proficiency (LEP) and minimum time duration and curriculum content requirements apply. The household may not be charged for materials or for participating in the required housing counseling session(s). A 5-year minimum Housing Affordability Period applies along with a Recapture Clause for noncompliance with the affordability period.</p> <p>Buyers will also be required to participate in housing counseling, with a HUD Certified Housing Counselor, with topics specific to buyers with prepurchase, owning, and post purchase.</p>
	<b>Basis for Relative Priority</b>	2020 Unity within the Community surveys; Community Planning Meetings and American Community Survey 2011-2015 5-year estimates (2015 ACS updates) as mandated by HUD; and ACS statistical data ownership/renters
4	<b>Priority Need Name</b>	Housing - Rental Assistance (tenant based)

<b>Priority Level</b>	High
<b>Population</b>	Extremely Low Low Large Families Families with Children Elderly Chronic Homelessness Individuals Families with Children Mentally Ill Chronic Substance Abuse veterans Persons with HIV/AIDS Victims of Domestic Violence Elderly Frail Elderly
<b>Geographic Areas Affected</b>	City Wide
<b>Associated Goals</b>	Rental Assistance (tenant based) DH1

	<b>Description</b>	<p>Funds to provide monthly subsidy to homeless, persons at-risk of homelessness, very low-income [gross monthly household income determined to be equal to or less than 50% of the applicable area median income for the jurisdiction] renter households. Persons should be on a wait list for permanent housing assistance or on one of the local administrator’s HCV (Housing Choice Voucher) waiting list. The monthly subsidy will be provided for the household until such time the Housing Choice Voucher (Section 8 rental assistance) or other permanent housing subsidy becomes available or HOME funds are no longer available to fund the activity. Subsidy includes deposit not to exceed 1.5 (one and one-half) times the monthly rental amount; local FMR (fair market rent) rates published annually by HUD are the acceptable rent standard for the jurisdiction however, rent reasonableness must be made with comparable units throughout the entire jurisdiction. Security deposit only programs may be provided to eligible households where the combined total tenant paid monthly rent and tenant paid utilities does not exceed 30% (thirty percent) of the household’s gross monthly income. Minimum tenant participation [tenant paid portion] is required so HOME funds do not bear the entire expense of the monthly rent and utility allowance for any one household receiving assistance. Housing Counseling of tenants, by a HUD Certified Housing Counseling Agency/Counselor with goals incorporating comprehensive training and education that will assist the household in improving their housing conditions in meeting the responsibilities of tenancy, is required; services for persons with limited English proficiency (LEP) and minimum time duration and curriculum content requirements apply. The tenant may not be charged for materials or for participating in the required housing counseling session(s).</p> <p><b>HIGH priority</b> – homeless, at-risk of homelessness, very low-income households 50% AMI or less who are cost burdened or severely cost burdened in rental housing units wanting to relocate to more affordable units.</p>
	<b>Basis for Relative Priority</b>	<p>Killeen Community survey, Cost burdened data; Voucher access is closed with no additions to wait list, voucher availability per wait-list exceeds 18-24 months from both Housing Choice Voucher administrators- Housing Authority of Killeen and Central Texas Council of Governments-Housing Assistance Program. HUD required Housing Counseling for tenant households participating in HOME TBRA and/or Security Deposit programs.</p>
5	<b>Priority Need Name</b>	PublicFacilities Infst/Impvmts (City owned)
	<b>Priority Level</b>	High

	<b>Population</b>	Extremely Low Low Moderate Large Families Families with Children Elderly Persons with Developmental Disabilities Non-housing Community Development
	<b>Geographic Areas Affected</b>	Local Target Area Small (LTASM) North Killeen Revitalization Area (NKRA) Local Target Area Large (LTALG)
	<b>Associated Goals</b>	Public Facilities Infrastructure & Impvmts SL3
	<b>Description</b>	<b>Funding for publicly (City of Killeen) owned facilities and infrastructure improvements to include</b> Funding for publicly (City of Killeen) owned facilities and infrastructure improvements to include rehabilitation, reconstruction, and new construction with appropriate justification to: streets, curb/gutters, sidewalks, sanitary sewer, water, public libraries, solid waste disposal, parks and green spaces, lighting, benches, street and landscaping, architectural barrier removal-accessibility improvements installing ramps, railing, signage, etc., police substation, fire fighting/lifesaving emergency equipment, flood/drainage improvements, and sustaining aging infrastructure and facilities in the target areas of the city. HIGH priority - other low-income Census Tracts/Block Groups (CDBG LI Target Areas) LOW priority – other areas in the corporate City limits of Killeen.
	<b>Basis for Relative Priority</b>	2020 Unity within the Community surveys; Community Planning Meetings; and American Community Survey 2011-2015 5-year estimates (2015 ACS updates) as mandated by HUD regarding areas with high concentrations of low-income households; Eligible activities addressing multiple priorities with end results benefitting LM Areas and/or LM Clientele within the jurisdiction
6	<b>Priority Need Name</b>	Public Facilities Impvmts-NPOs
	<b>Priority Level</b>	High

	<b>Population</b>	Extremely Low Low Moderate Large Families Families with Children Elderly Public Housing Residents Chronic Homelessness Individuals Families with Children Mentally Ill Chronic Substance Abuse veterans Victims of Domestic Violence Unaccompanied Youth Elderly Frail Elderly Persons with Mental Disabilities Persons with Physical Disabilities Persons with Developmental Disabilities Persons with Alcohol or Other Addictions Non-housing Community Development
	<b>Geographic Areas Affected</b>	Local Target Area Small (LTASM) North Killeen Revitalization Area (NKRA) Local Target Area Large (LTALG)
	<b>Associated Goals</b>	Public Facilities Impvmts-NPOs SL1

	<b>Description</b>	Funding for rehabilitation/reconstruction of facilities serving the public/neighborhood facilities in the target area(s) <b>that are owned by a nonprofit and are open to the general public with regular daily operating hours and that primarily serve low and moderate-income households</b> to include: domestic violence shelters, day center/drop-in center for persons experiencing homelessness with a controlled environment, may serve as a warming/cooling center in extreme temperatures; health care/medical clinic serving uninsured persons; emergency shelters for targeted populations operating 24hours/day, short term less than 4 months; group homes for special needs or targeted populations; child care facilities (day care, after-school care) serving low-income families; youth centers (age 13-19), facilities for children age 0-12 including Head Start early education centers; adult day care centers. LOW Priority - New construction of facilities in the jurisdiction or target areas with appropriate justification.
	<b>Basis for Relative Priority</b>	2020 Unity within the Community surveys; Community Planning Meetings; American Community Survey 2011-2015 5-year estimates (2015 ACS updates) as mandated by HUD; Eligible activities addressing multiple priorities with end results benefitting LM Areas and/or LM Clientele within the jurisdiction
<b>7</b>	<b>Priority Need Name</b>	Public Services/Programs
	<b>Priority Level</b>	High

	<b>Population</b>	Extremely Low Low Moderate Middle Large Families Families with Children Elderly Public Housing Residents Chronic Homelessness Individuals Families with Children veterans Victims of Domestic Violence Unaccompanied Youth Elderly Frail Elderly Persons with Mental Disabilities Persons with Physical Disabilities Persons with Developmental Disabilities Persons with Alcohol or Other Addictions Victims of Domestic Violence Non-housing Community Development
	<b>Geographic Areas Affected</b>	City Wide
	<b>Associated Goals</b>	Public Services/Program SL1

	<b>Description</b>	Funding for services and programs providing access to quality public and private services with resources benefitting low and moderate income persons and families including: payment of operating costs for programs /services to special needs and target populations (special needs and non-special needs) including persons experiencing homelessness (operations), domestic violence, persons with physical, developmental, or intellectual disabilities, mental illnesses, alcohol/drug /substance addiction, HIV/Aids and their families, disabled veterans, seniors/elderly /frail elderly persons, unaccompanied youth up to age 25 years, youth exiting foster care 18 years and younger, and other households moving to permanent housing. Services/programs for mental health counseling services, public transportation, youth services & programs (age13-19), crime prevention/awareness, community awareness of available services (public information), Wellness/Nutrition/Food through education, delivery, or other related provisions, Services/programs for Children (age 12 and under), Budget/Household finance. Support services to special needs and target populations in temporary housing (4-24 months/ transitional housing), recreation and education programs, public safety services, crime awareness/prevention, fair housing education and housing counseling services. Service for screening for lead based paint Mortgage assistance limited to maximum 3-months assistance to avoid foreclosure-preventing homelessness.
	<b>Basis for Relative Priority</b>	2020 Unity within the Community surveys; Community Planning Meetings; American Community Survey 2011-2015 5-year estimates (2015 ACS updates) as mandated by HUD
8	<b>Priority Need Name</b>	Economic Development
	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Moderate Large Families Families with Children Public Housing Residents Non-housing Community Development
	<b>Geographic Areas Affected</b>	City Wide Local Target Area Small (LTASM) North Killeen Revitalization Area (NKRA) Local Target Area Large (LTALG)
	<b>Associated Goals</b>	Economic Development EO3

	<b>Description</b>	Funding for job creation, training, placement, and retention for low-moderate income persons to reduce generational poverty in the target area; establishment/stabilization and expansion of small businesses (including microbusinesses); Commercial improvements carried out by the City or other eligible entity; Assistance to private for-profit and non-profit entity for an activity associated with an approved economic development project including financial and technical assistance to new firms to help them become viable businesses in the target area and other eligible projects.
	<b>Basis for Relative Priority</b>	2020 Unity within the Community surveys; Community Planning Meetings; American Community Survey 2011-2015 5-year estimates (2015 ACS updates) as mandated by HUD; Eligible activities addressing multiple priorities with end results benefitting LM Areas and/or LM Clientele within the jurisdiction
9	<b>Priority Need Name</b>	Economic Development - Preservation
	<b>Priority Level</b>	Low
	<b>Population</b>	Extremely Low Low Moderate Non-housing Community Development
	<b>Geographic Areas Affected</b>	Local Target Area Small (LTASM) North Killeen Revitalization Area (NKRA) Local Target Area Large (LTALG)
	<b>Associated Goals</b>	Economic Development/Preservation EO3
	<b>Description</b>	Funding for economic development activities associated with preservation of existing structures including rehabilitation, reconstruction, and preservation of commercial/industrial structures with historic significance registered on a federal, state, or local register listing in association with job creation/retention.
	<b>Basis for Relative Priority</b>	2020 Unity within the Community surveys; Community Planning Meetings; Eligible activities addressing multiple priorities with end results benefitting LM Areas and/or LM Clientele within the jurisdiction
10	<b>Priority Need Name</b>	Other Community Needs/Improvements
	<b>Priority Level</b>	High

<p><b>Population</b></p>	<p>Extremely Low  Low  Moderate  Middle  Large Families  Families with Children  Elderly  Public Housing Residents  Chronic Homelessness  Individuals  Families with Children  Mentally Ill  Chronic Substance Abuse  veterans  Persons with HIV/AIDS  Victims of Domestic Violence  Unaccompanied Youth  Non-housing Community Development</p>
<p><b>Geographic Areas Affected</b></p>	<p>Local Target Area Small (LTASM)  North Killeen Revitalization Area (NKRA)  Local Target Area Large (LTALG)</p>
<p><b>Associated Goals</b></p>	<p>Other Community Improvements SL3</p>

<p><b>Description</b></p>	<p>Funding for costs associated with disposition (sale, lease, donation, or other means) of real property previously acquired with CDBG funds where the end result of disposition action(s) continues to benefit low-income persons/areas; clearance and demolition of dilapidated structures to address specific conditions of physical decay on a spot basis in LMI residential neighborhood, to include removal of demo products, rubble, environmental contaminants where such treatment renders contaminants harmless, where the structure poses a public health/safety hazard; in rem (tax foreclosed housing) with acquisition of housing units through tax foreclosure proceedings (sale) by the local jurisdiction, strictly in LMI area neighborhoods, to make essential repairs to ensure habitability of existing affordable housing stock for ownership by eligible households; payment of salaries and overhead costs directly related to state and/or local code enforcement including efforts that take place in deteriorating/deteriorated area(s); and, is accompanied by public or private improvements or services which are expected to arrest the decline in low-income local target areas on a spot basis to include residential and commercial structures; evaluation and reduction of Lead Based Paint Hazards in conjunction with rehabilitation of homeownership or rental units where rent must be set at levels affordable to LMI persons who will pay no more than 30% of their gross monthly income for monthly rent and where 51% or more of the total units in one structure are to be occupied by LMI households; historic preservation including rehabilitation and restoration of publicly and privately owned properties of historical significance that will benefit low-income persons/households; renovation of closed buildings for use as a public facility or residential and commercial facility where once the renovation/rehabilitation is complete the facility /residential – commercial building will benefit an area where more than 51% of the area population is low-income OR the residential portion of the building will be used for housing persons who are low-income and the non-residential portion of the building will create or retain permanent jobs with more than 51% of the jobs will benefit low-income persons. Housing Counseling to low-income households.</p> <p>Funding Priorities for the “Other Community Improvements” category are:  LOW – Disposition; In Rem with Acquisition; Historic Preservation; Renovation of Closed Buildings.</p> <p>Priorities listed as LOW must have appropriate justification and, be evaluated for benefit of LM Area or LM Clientele before consideration/recommendation for funding of any proposed project/activity.</p> <p>HIGH – Clearance and Demolition; Code Enforcement, Evaluation/Reduction of Lead Based Paint Hazards.</p>
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	<b>Basis for Relative Priority</b>	2020 Unity with in the Community surveys; Community Planning meetings; eligible activities associated with HUD regulations under CDBG, where eligible activities may address multiple priorities with end results benefitting LM Areas and/or LM Clientele within the jurisdiction; condition of exiting housing stock suitable for acquisition under tax foreclosure proceedings with rehabilitation to provide affordable housing for low income households, public safety and health concerns in low-income neighborhoods relative to code violations and decayed and abandoned residential and commercial structures –clearance and demolition, condition of existing (residential and commercial) buildings in the registered Historic District in Killeen, and in areas where rehabilitation could result in a facility or housing and facility to serve low-income persons with services, housing, and employment; Housing Counseling to LMI households related to purchase, post purchase, rental, financial capacity, fair housing, tenant/landlord laws.
<b>11</b>	<b>Priority Need Name</b>	Planning and Administration
	<b>Priority Level</b>	High
	<b>Population</b>	Other
	<b>Geographic Areas Affected</b>	City Wide
	<b>Associated Goals</b>	Planning and Administration
	<b>Description</b>	Funding for planning and administration of HUD funded grant programs to include operations, benefits, salaries, and other eligible deliverables for each year of the Consolidated Plan.
	<b>Basis for Relative Priority</b>	HUD regulations require regular planning, administration, monitoring, and reporting by grantee jurisdictions in associatio nwith receipt of the formula grant programs.
<b>12</b>	<b>Priority Need Name</b>	Affordable Housing Development Rental Units
	<b>Priority Level</b>	Low

<b>Population</b>	Extremely Low Low Large Families Families with Children Elderly Elderly
<b>Geographic Areas Affected</b>	Local Target Area Small (LTASM) North Killeen Revitalization Area (NKRA) Local Target Area Large (LTALG)
<b>Associated Goals</b>	Affordable Housing Development Rental DH1
<b>Description</b>	Development of affordable rental housing units for households with income equal to or less than 80% of the AMI (area median income) applies to rental housing developments. 50% of HOME-assisted rental units must be occupied by tenants with gross annual household income equal to or less than 60% of the AMI; A 20-year minimum Housing Affordability Period applies to rental housing new construction.
<b>Basis for Relative Priority</b>	2022 Community Planning Meetings, and American Community Survey 2011-2015 5-year estimates (2018 ACS updates) as mandated by HUD, Housing Problems data, Cost burdened data.

**Narrative (Optional)**

**This priority was added as an affordable housing initiative associated with development of new affordable units.**

Priorities established for this strategic plan period were developed specifically from: 1) eligible categories of projects/programs; 2) the Unity within the Community 2020 survey; and 3) Community Engagement meetings responses from public and private entities operating within the community and serving Killeen residents which produced the above priority ranking to address identified community needs.

## SP-30 Influence of Market Conditions – 91.215 (b)

### Influence of Market Conditions

<b>Affordable Housing Type</b>	<b>Market Characteristics that will influence the use of funds available for housing type</b>
Tenant Based Rental Assistance (TBRA)	Extended wait list equal to 20+ months, from any local Voucher Administrator, and absence of an adequate number of Housing Choice Vouchers to subsidize households homeless, at risk of homelessness due to cost burden and now instability of employment due to coronavirus; target and special needs populations to include persons atrisk of homelessness are now pushed aside (priority is reduced) because of CARES Act funds and no connection to COVID-19.
TBRA for Non-Homeless Special Needs	Limited number of Mainstream housing vouchers are available for an entire region because local organizations are not committed to providing the counseling and supportive services needed for individuals to succeed; Extended wait list, of 20+ months, from any local Voucher Administrator, and absence of an adequate number of Housing Choice Vouchers to subsidize extremely low and very low income households on a fixed income; or, target and special needs populations.
New Unit Production	New unit production on vacant land would be applicable if the housing targets one of the special needs populations, extremely low-income persons in need of decent, safe, affordable housing, or for low-income persons who cannot obtain a standard market mortgage loan due to severe credit issues requiring extensive housing counseling to redirect spending priorities to promote conscious future credit considerations.
Rehabilitation	Rehabilitation to include reconstruction is applicable where the structure has exceeded its useful/expected life; where the rehabilitation will provide the occupant with decent, safe, sanitary and affordable housing; where urgent action is necessary to arrest further damage to contributing and/or adjacent vital components or creating a situation where the structure is no longer inhabitable for its intended purpose.
Acquisition, including preservation	Acquisition is applicable for investment/re-investment in local target areas within the jurisdiction for community and neighborhood stability as well as for preservation of existing housing lost to mortgage and/or tax foreclosures; assistance to first time homebuyers; rehabilitation actions necessary to ensure vital components are functional for the duration of the affordability period; residential structures with historic significance registered on a federal, state, or local historic register listing or to reduce the number of available affordable housing units for purchase by low income families.

**Table 4 – Influence of Market Conditions**



## SP-35 Anticipated Resources - 91.215(a)(4), 91.220(c)(1,2)

### Introduction

The City as an entitlement community must anticipate resources, funding from the Community Development Block Grant (CDBG) and Home Investment Partnerships Act (HOME) program for the duration of the 5-year Consolidated Strategic Plan. Considering the uncertainty of the federal budget, the City's assumption for preparation of this section and others is such that the HUD formula grant programs will remain the current funding level. Administration and Planning expenses are estimated at 20% over the next five years for CDBG and at 10% for the next five years for HOME funds.

The jurisdiction will carryover funds from activities where the project was not completed in both funding categories - CDBG and HOME.

Those activities include:

- CDBG Housing Rehabilitation program \$90,474.70 from program years 2017, 2018, and 2019;
- CDBG Public Facilities and Improvements \$1,050,961.83 from program years 2016, 2018, and 2019;
- CDBG-CV Prevent, Prepare, Reduce Spread of COVID19 \$1,032,314.59 from program year 2019 (*includes CARES Act round 1 and round 3 funding added by proper program amendments at the time of this report*).
- HOME Tenant Based Rental Assistance \$ 138,891.82 from program year 2018 and 2019;
- HOME First Time Homebuyer Assistance Program w/Repairs (rehab) \$147,728.24 from program years 2018 and 2019;
- HOME North Killeen Housing Redevelopment Program \$347,700.36 from program years 2017, 2018, 2019;
- HOME Short Term TBRA in response to COVID-19 program \$117,475.58 from program years 2017, 2018, 2019 (*added by HUD approved waiver and property program amendment from CHDO set aside for each program year identified*).

The funds carryover is due to program detail and complexities associated with housing rehabilitation with inhabitants and scheduling of necessary actions; Public Infrastructure projects subject to weather and unforeseen delays in receipt of companion funds to complete the project and the impact of coronavirus on construction related projects. Response to prevention, preparation, and reducing the spread of COVID-19 with CDBG-CV funds because of the 2nd and 4th quarter funding notice, PY2019 AAP program amendment, and complexity of programs and projects that adequately address eligible activities with regard to the effects of the corona virus. The carryover of HOME funds for tenant based rental assistance will usually always carry to another year because payment can only be made on behalf of the tenant when the funds are

needed - monthly - and tend to move slow in disbursement, however commitment of all funds to payment of client rent for 12 months or through the term of the designated waivers granted for response to COVID-19, is in place. First time homebuyers are slow due to reduced interest rates effects of COVID-19 and the changes associated with mortgage loans including credit scores and employment stability. Housing rehabilitation is also slow due to social distancing requirements and contractors not wanting to work inside housing units

**Anticipated Resources**

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	1,043,033	0	844,021	1,887,054	3,328,111	The amount available for the ConPlan is calculated as follows: Total allocation over 5 years is \$5,215,165 based upon annual allocations of \$1,043,033 multiplied by 5 years; plus, any unexpected repayments or reprogrammed funding from previously completed projects or from cancelled projects.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	469,616	49,821	56,417	575,854	2,021,331	The amount available for remainder of ConPlan is calculated as follows: Total allocation over 5 years is \$2,597,185 based upon annual allocation of \$469,616 multiplied by 5 years; plus, Annual Program Income of \$49,821 based upon loan repayment schedule multiplied by 5 years(\$249,105), plus any unexpected repayments or reprogrammed funding from previously completed projects or from cancelled projects.

Table 5 - Anticipated Resources

**Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied**

The CDBG formula grant does not have a statutory requirement for matching any percentage of the federal CDBG funding used on eligible projects or activities. The jurisdiction encourages applicants submitting proposals for an allocation of the CDBG funds to use the CDBG funds as a last resort or ‘gap filler’ with other federal, state, or private funds to increase the number of beneficiaries to be served. The jurisdiction continues to evaluate issuing a matching fund requirement of all, outside of city departments, interested applicants seeking the City’s CDBG funding because each successful entity receiving an annual allocation must report on all other sources used to complete the displays an

abundance of other funding added when the original allocation is reduced from their initial funding request. A matching fund requirement could potentially und more projects/activities to benefit more of the jurisdiction's low income persons.

The HOME formula grant funds have a statutory requirement for the jurisdiction and its subrecipients to provide 25% matching funds for every HOME dollar drawn from the Treasury. The match percentage is periodically reduced due 12.5% of every entitlement dollar drawn with exception to considerations in accordance with HOME statute providing for a reduction of the matching contribution requirement under three conditions: 1) fiscal distress; 2) severe fiscal distress; and 3) for Presidentially-declared major disasters covered under the Stafford Act. In order to meet the mandated matching requirement for appropriated HOME funds drawn down for eligible housing projects, the City seeks contributions from partnerships with non-profit organizations, other public and private entities committed to expanding the supply of affordable standard housing for low income families. Forms of match include the value of donated land, on/off site infrastructure or site preparation, materials, labor [volunteer or professional], and 25% of the face value of each loan made from proceeds from affordable housing bonds for HOME assisted/eligible housing. The total match credit from loans made from affordable housing bond proceeds will not consist of more than 25% of the total annual contribution toward the PJ's match obligation. Excess match credit at the end of the fiscal year, from this source, will be shown as a balance forward and a credit to future match obligations with the oldest amount being a credit to the newest match obligation for the next fiscal year. Match contributions of cash will be credited/counted at the time the funds are expended and other forms of match will be credited at the time the service/contribution is provided for eligible HOME assisted activities. The PJ does not track or credit match contributions to affordable housing not assisted with HOME funds. The City of Killeen match log is updated on a quarterly basis and is available within 15 days of the end of the previous quarter.

Participating entities including City Departments provide in-kind and other private funds to CDBG funded housing, public services, and public facilities and improvements. These matched and/or leveraged funds aid in expansion of services, programs, and projects for the benefit of the Killeen community.

The City strives to fund activities that provide matching funds or are in a good position to leverage funds with either CDBG or HOME program funding. Projects that provide any type of eligible matching funds or leveraging of funds must document the amount and source(s) which are then reported in each CAPER.

**If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan**

The City does not acquire land without a specific purpose that is approved by its governing body – Killeen City Council. Publicly owned [City owned] land and property [real property and improvements] in the jurisdiction will likely be improved in part with CDBG funds to address the community needs for public facilities- parks, playgrounds, walking/jogging trails, lighting, etc. as identified in the community surveys, in local target areas and other low-income areas detailed in this plan.

**Discussion**

The jurisdiction continues to work toward timely expenditure of its CDBG and HOME funding amid the additional CDBG-CV funds added to the jurisdiction's HUD funding and working to alleviate financial impacts on the community, tenants, persons at-risk of becoming homeless, home owners, and the economic impact on small and local businesses. Central Texas weather has delayed public facilities improvement projects and timely expenditure of the Jurisdiction's HUD funds.

## SP-40 Institutional Delivery Structure – 91.215(k)

Explain the institutional structure through which the jurisdiction will carry out its consolidated plan including private industry, non-profit organizations, and public institutions.

Responsible Entity	Responsible Entity Type	Role	Geographic Area Served
KILLEEN	Government	Planning	Jurisdiction

**Table 6 - Institutional Delivery Structure**

### Assess of Strengths and Gaps in the Institutional Delivery System

The City of Killeen has a Council/Manager form of government and as such the City Council approves both the 5 year Consolidated Plan and the Annual Action Plan for each of the five years to include program amendments as necessary. The Community Development Department (CDD) serves as the lead entity in the Plan development and implementation process. The CDD administers the federal Community Development Block Grant and Home Investment Partnerships Act program funds including activities such as the Housing Rehabilitation Program (housing rehabilitation owner occupied), and the Elderly Transportation Program (Public Services), the HOME funded First Time Homebuyer Assistance Program, the North Killeen Housing Redevelopment Program. Additionally, the CDD has developed and implemented the Emergency Assistance in response to COVID-19 and the Short Term TBRA program in response to COVID-19 with CDBG-CV and HUD waivers for use of nonallocated HOME funds.

The City coordinates partnerships to strengthen partnerships to deliver public services to the community. The CDD staff work closely with City Departments and other community partners to strengthen community wide coordination activities and address gaps in the institutional structure. CDD staff have also formed partnerships with several area housing service organizations, bankers, and mortgage companies delivering housing and public service programs. The City of Killeen is strongly committed to meeting the needs of the community and has great success in forming strategic partnerships that leverage human and organizational resources from outside sources.

### Availability of services targeted to homeless persons and persons with HIV and mainstream services

Homelessness Prevention Services	Available in the Community	Targeted to Homeless	Targeted to People with HIV
<b>Homelessness Prevention Services</b>			
Counseling/Advocacy	X	X	
Legal Assistance			
Mortgage Assistance	X		
Rental Assistance	X	X	
Utilities Assistance	X	X	

<b>Street Outreach Services</b>			
Law Enforcement	X	X	
Mobile Clinics			
Other Street Outreach Services	X	X	
<b>Supportive Services</b>			
Alcohol & Drug Abuse	X	X	
Child Care	X		
Education	X	X	
Employment and Employment Training	X	X	
Healthcare	X	X	
HIV/AIDS	X		
Life Skills	X	X	
Mental Health Counseling	X	X	
Transportation	X	X	
<b>Other</b>			
Referral to other service providers	X	X	

**Table 7 - Homeless Prevention Services Summary**

**Describe how the service delivery system including, but not limited to, the services listed above meet the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth)**

The City continues to work with local organizations to provide services that meet the needs of all persons experiencing homeless. The City and Central Texas Homeless Coalition (CTXHC) formerly *Central Texas Homeless Alliance* continue to work together to link people who are homeless or at risk of becoming homeless with the resources to maintain their current housing and/or supportive services necessary to resolve crisis in their life and reestablish self sufficiency. The City continues to work with the following entities in delivering services in the prevention of homelessness:

- Heritage House of Central Texas - homeless participants receive ongoing case management along with rental subsidy until achieving self sufficiency.
- Central Counties Centers (MHMR) - mental health, housing and support services; provides assistance to persons with moderate to severe mental health illness.
- Central Texas Council of Governments Housing Division offers mainstream housing vouchers for persons with mental illness; CTXHC referring agency provides support services for the client referred during voucher receipt.
- Cenikor offers Adult and Adolescent outpatient services for mental health, substance abuse and recovery on individual, group or family basis. Individuals at risk of homelessness often suffer from either mental health, chemical dependency or both.

- Central Texas Youth Services Bureau, Inc. (CTYSB) provides emergency shelter for homeless (including runaways) children and youth age 3 to 17 years; services for unaccompanied youth and young adults (age 16-21) through a transitional living program (transitional housing) that incorporates special skills training, GED completion, job readiness training, employment and public transportation assistance with case management.
- Bell County Health District provides information and referral to persons and families with HIV/AIDS, prevention education and testing for HIV, prevention education and testing and treatment for STD and TB, risk reduction counseling, "other " counseling, prevention case management, health education/risk reduction, hepatitis vaccination, family planning, immunizations, health assistance,.
- Central Texas Support Services (CTSS) provides housing and support services for families and individuals with HIV/AIDS. CTSS is a community based HIV/AIDS support program serving Bell, Coryell, Hamilton, Lampasas, Milam, Mills, and San Saba Counties since 1995 and combine HOPWA, Ryan White Part B Service Delivery and HIV Health and Social Services funds to provide an array of needed HIV services to HIV positive clients.
- Teach Them to Love (T3L) provides shelter and counseling to female domestic violence victims or are exiting the judicial system, until they can arrange for housing or housing assistance. T3L also provides clients with a safe environment to reconnect with children of women who are released from incarceration with no established residence.
- Families in Crisis Inc. (FIC) provides individuals and families at risk of becoming homeless, including youth and adults, with rental housing and deposit assistance, limited medication assistance, and essential shelter with ESG-rapid rehousing funds. Veterans and dependent families are assisted with transportation and life skills classes in association with the Department of Veterans Affairs Supportive Service for Veteran Families (VASSVF) with rental housing and deposit assistance in association with the Texas Veterans Administration (TXVet). TBRA is available to domestic violence survivors, to Veterans, then general populations through funding made available through HUD's Continuum of Care Supportive Housing Program.
- Others offer services to vulnerable populations however they decline federal funds to allow religious undertakings in their programs.

**Describe the strengths and gaps of the service delivery system for special needs population and persons experiencing homelessness, including, but not limited to, the services listed above**

The City of Killeen continues collaborative and communicative efforts with nonprofit organizations, public and private institutions. The City's housing plan is to have carried us primarily by CDD staff and subrecipients working under both CDBG and HOME programs. The Housing Authority of Killeen and Central Texas Council of Governments administer additional housing programs funded through federal resources, for the Housing Choice Voucher (Section 8) program.

The Department of Veterans Affairs, State Department of Health, other levels of government and public services agencies, including the Fort Hood health offices, continue to be instrumental in assisting the city and are nonprofits in meeting priorities and delivering successful health and human services to area citizens and the community. These cooperative efforts are also combined with involvement from the private business sector that is responsive to ideas of providing employment opportunity in return for support of their growth initiatives.

Aside from limited funding for these programs, one vital element in the service gap continues to be coordinated entry and assessment of clients seeking services from multiple organizations. Use of the HUD Homeless Management Information System (HMIS) is vital to serving persons with special needs and persons experiencing homelessness. Agencies connected to HMIS can visually see data about a client referred to them or can see where they referred a client to another service provider and whether the client attended the appointment and what information resulted from the appointments. The HMIS system can also provide the point of entry agency with "real time" available space or beds to aid the client seeking overnight shelter, counseling, or other services and through time the entire group of organizations can connect with each other in assessing to overall client progress up until the client or family is no longer in need of the service. The HMIS is also an excellent tool in determining chronic homelessness as well as those persons who tend to use shelters and services after spending disability income on hotel nights.

The gap in strengths within serving this population in the community is simply no connection to HMIS. Ownership types, specific exemptions off a parent organization or simply a matter of not wanting to be a piece in the overall efforts to help end homelessness and services provided to persons in need.

### **Provide a summary of the strategy for overcoming gaps in the institutional structure and service delivery system for carrying out a strategy to address priority needs**

Overcoming gaps in the institutional structure and delivery system is challenging primarily due to the inability to monitor and/or track the success of each entity receiving other funding from HUD programs. Without a direct reporting requirement, not merely a requirement to collaborate, the jurisdiction cannot compare proposed goals and number of beneficiaries to be assisted. By leaving out the lead agency for the Consolidated Plan process, the jurisdiction is left to make assumptions of accomplishments. HUD programs addressing homelessness or even HUD allocation to States for the Emergency Solutions Grant (ESG) require an entity to receive 'consistency with the Consolidated Plan' from the local jurisdiction however once the proposed program or services are approved no other information - positive or negative, is provided to the jurisdiction.

One strategy to overcoming gaps in the delivery system would be for any federal source granting funds- HUD, State of Texas, etc. **require all approved grant recipients to include the jurisdiction in regular reporting of accomplishments if the jurisdiction provided review and statement of consistency with**

**the local Consolidated Plan.** This action would allow increased discussion among other program and service providers, increase public knowledge about all services available in the community, and allow community leaders to better understand the magnitude of investment to address priority community needs.

Another strategy to further overcome gaps in the delivery system would be to require inclusion of funds for operation and data entry in the federal HMIS system. Allowing one nonprofit to have multiple program types classified under one parent company may exclude an entity from participating in federal programs where other entities are required to enter data in the HMIS program. Even though information is shared with other agencies, it is most often shared after the fact - or meaning the individual(s) in need may have entered through a coordinated entry point however that entity does not participate in HMIS and could not adequately make an assessment of the client's needs, available services at the time of the assessment or provide adequate referral to other service or program providers, particularly if the need included mental health or shelter due to homelessness.

Another strategy to further overcome gaps in the delivery system would be for any awarding entity, to allow lead agencies of Consolidated Plans to have access regular reports on federal and state award recipients within a jurisdiction. The report information would be similar to a scoring assessment of accomplishments, concerns with contract/agreement compliance if requesting support of a local governing entity *i.e., City Council support of affordable housing developments, public service programs, support Advisory Committees considering funding proposals, or other due diligence when considering a funding allocation* and be reported in a federal data base, HMIS, or Integrated Disbursement and Information System (IDIS) to include report data the jurisdiction or lead entity responsible for the Consolidated Plan can access to have an overall comprehension of all funding to address priority need.

## SP-45 Goals Summary – 91.215(a)(4)

### Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Housing Acq/Rehab/Resale Existing Units DH3	2020	2024	Affordable Housing	Grantee Boundaries Local Target Area Small (LTASM) North Killeen Revitalization Area (NKRA) Local Target Area Large (LTALG)	Housing-Acq/Rehab/Resale of Existing (owners) HousingRehab Existing OwnerRental Housing-Acquisition Assistance Homebuyers	HOME: \$500,000	Rental units rehabilitated: 12 Household Housing Unit  Homeowner Housing Rehabilitated: 15 Household Housing Unit
2	Housing Rehab Existing Owner/Rental DH3	2020	2024	Affordable Housing	Grantee Boundaries Local Target Area Small (LTASM) North Killeen Revitalization Area (NKRA) Local Target Area Large (LTALG)	HousingRehab Existing OwnerRental	CDBG: \$515,220 HOME: \$941,579	Rental units rehabilitated: 20 Household Housing Unit  Homeowner Housing Rehabilitated: 20 Household Housing Unit

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
3	Acquisition Assistance-Homebuyers DH2	2020	2024	Affordable Housing	Grantee Boundaries Local Target Area Small (LTASM) North Killeen Revitalization Area (NKRA) Local Target Area Large (LTALG)	Housing-Acquisition Assistance Homebuyers	HOME: \$200,000	Direct Financial Assistance to Homebuyers: 15 Households Assisted
4	Rental Assistance (tenant based) DH1	2020	2024	Affordable Housing	Grantee Boundaries Local Target Area Small (LTASM) North Killeen Revitalization Area (NKRA) Local Target Area Large (LTALG)	Housing - Rental Assistance (tenant based)	HOME: \$600,000	Tenant-based rental assistance / Rapid Rehousing: 75 Households Assisted  Homelessness Prevention: 40 Persons Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
5	Public Facilities Infrastructure & Impvmts SL3	2020	2024	Homeless Non-Housing Community Development	Local Target Area Small (LTASM) North Killeen Revitalization Area (NKRA) Local Target Area Large (LTALG)	Public Facilities Infst/Impvmts (City owned)	CDBG: \$2,250,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 60000 Persons Assisted
6	Public Facilities Impvmts-NPOs SL1	2020	2024	Homeless Non-Homeless Special Needs Non-Housing Community Development	Local Target Area Small (LTASM) North Killeen Revitalization Area (NKRA) Local Target Area Large (LTALG)	Public Facilities Impvmts-NPOs	CDBG: \$100,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 1500 Persons Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
7	Public Services/Program SL1	2020	2024	Homeless Non-Homeless Special Needs Non-Housing Community Development	Grantee Boundaries Local Target Area Small (LTASM) North Killeen Revitalization Area (NKRA) Local Target Area Large (LTALG)	Public Services/Programs	CDBG: \$782,000	Public service activities other than Low/Moderate Income Housing Benefit: 9500 Persons Assisted  Homelessness Prevention: 1000 Persons Assisted
8	Economic Development EO3	2020	2024	Non-Housing Community Development	Local Target Area Small (LTASM) North Killeen Revitalization Area (NKRA) Local Target Area Large (LTALG)	Economic Development	CDBG: \$55,345	Jobs created/retained: 10 Jobs  Businesses assisted: 5 Businesses Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
9	Economic Development/Preservation EO3	2020	2024	Non-Housing Community Development	Local Target Area Small (LTASM) North Killeen Revitalization Area (NKRA) Local Target Area Large (LTALG)	Economic Development - Preservation	CDBG: \$65,000	Facade treatment/business building rehabilitation: 5 Business  Jobs created/retained: 5 Jobs
10	Other Community Improvements SL3	2020	2024	Homeless Non-Homeless Special Needs Non-Housing Community Development Code Enforcement, Historic Preservation, Lead Hazard Eval-Abate, Closed Building Renovation	Grantee Boundaries Local Target Area Small (LTASM) North Killeen Revitalization Area (NKRA) Local Target Area Large (LTALG)	Other Community Needs/Improvements	CDBG: \$404,410 HOME: \$50,300	Buildings Demolished: 20 Buildings  Housing Code Enforcement/Foreclosed Property Care: 1500 Household Housing Unit  Other: 45 Other

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
11	Planning and Administration	2020	2024	Planning and Administration CDBG HOME	Grantee Boundaries Local Target Area Small (LTASM) North Killeen Revitalization Area (NKRA) Local Target Area Large (LTALG)	Planning and Administration	CDBG: \$1,043,190 HOME: \$305,306	Other: 10 Other
12	Affordable Housing Development Rental DH1	2022	2024	Affordable Housing Non-Homeless Special Needs	Local Target Area Small (LTASM) North Killeen Revitalization Area (NKRA) Local Target Area Large (LTALG)	Affordable Housing Development Rental Units	HOME: \$842,688	Rental units constructed: 10 Household Housing Unit

Table 8 – Goals Summary

Goal Descriptions

1	<b>Goal Name</b>	Housing Acq/Rehab/Resale Existing Units DH3
	<b>Goal Description</b>	Acquire units (in rem) assist with rehabilitation and sell: Single Family Owner units; 2+ Multi-family Rental units; Sold or Granted for long-term ownership (single family) or tenant occupancy (multi-unit) to ensure affordability and sustainability of existing affordable housing stock.
2	<b>Goal Name</b>	Housing Rehab Existing Owner/Rental DH3
	<b>Goal Description</b>	CDBG funds for Housing- Rehabilitation of Existing Owner Units in local target area Small and North Killeen Revitalization Area, then City wide.  HOME funds for - Housing Rehabilitation to Owner and Existing Rental Units in local target area Small and North Killeen Revitalization Area.
3	<b>Goal Name</b>	Acquisition Assistance-Homebuyers DH2
	<b>Goal Description</b>	Direct Financial Assistance to First Time Homebuyers in the form of down payment and closing cost assistance to first time buyers.
4	<b>Goal Name</b>	Rental Assistance (tenant based) DH1
	<b>Goal Description</b>	Tenant-based rental assistance provided for priority populations: Homeless, At-Risk of Homelessness/Rapid Rehousing/ Prevention of homelessness  Security Deposit, first month rent, monthly subsidy

5	<b>Goal Name</b>	Public Facilities Infrastructure& Impvts SL3
	<b>Goal Description</b>	<p>Public Facility or Public Infrastructure Improvements (owned by the Grantee) Activities for Low/Moderate Income Housing Benefit</p> <p>Community/Neighborhood Parks, walking/jogging trails improved  Sidewalk reconstruction/ installation  Streets reconstructed  Water/Sewer lines replaced  Lighting, Benches, Landscaping improved/installed  Drainage improved</p> <p>Homeless Cooling/Warming Center</p> <p>Funding for publicly (City of Killeen) owned facilities and infrastructure improvements to include rehabilitation, reconstruction, and new construction with appropriate justification to: streets, curb/gutters, sidewalks, sanitary sewer, water, public libraries, solid waste disposal, parks and green spaces, lighting, benches, street and landscaping, architectural barrier removal-accessibility improvements installing ramps, railing, signage, etc., police substation, lifesaving emergency equipment, flood/drainage improvements, and sustaining aging infrastructure and facilities in the target areas of the city.</p> <p>HIGH priority - other low-income Census Tracts/Block Groups (CDBG LI Target Areas) LOW priority – other areas in the corporate City limits of Killeen.</p>
6	<b>Goal Name</b>	Public Facilities Impvmts-NPOs SL1
	<b>Goal Description</b>	<p>Pubic Facilities Improvements-by Non-Profit Organizations (NPOs) who own or have a long term lease of 15 years or longer.</p> <p>Public Facility Improvement Activities other than Low/Moderate Income Housing Benefit:  Day Shelter/ Overnight/ Warming-Cooling/ Emergency Shelter  Homelessness Prevention/At-Risk of Homelessness</p>

7	<b>Goal Name</b>	Public Services/Program SL1
	<b>Goal Description</b>	Public Services activities other than Low/Moderate Income Housing Benefit: low income individuals, families, households assisted with public services offered through local agencies and City departments
8	<b>Goal Name</b>	Economic Development EO3
	<b>Goal Description</b>	Economic Development: Jobs created/retained for LMI persons Job Training with expansion of microenterprise development
9	<b>Goal Name</b>	Economic Development/Preservation EO3
	<b>Goal Description</b>	Economic Development/Preservation Facade treatment/business building rehabilitation with permanent job creation benefitting LMI persons Preservation to avoid loss of historic structure in designated district with job creation benefitting LMI persons
10	<b>Goal Name</b>	Other Community Improvements SL3
	<b>Goal Description</b>	Other Community Improvements benefitting low income persons and families to include: Disposition, Code Enforcement, Clearance/Demolition, In Rem/Acquisition, Evaluation-Abatement of Lead Paint Hazard, Closed Building Renovations, Historic Preservation, Housing Counseling; Urgent Assistance-short term (food, rent, utility, rental security deposit) assistance for extremely low and very low income individual and families.
11	<b>Goal Name</b>	Planning and Administration
	<b>Goal Description</b>	Planning and Administration, Grants Administration, Compliance, Planning, Monitoring, Reporting of programs under this consolidated strategic plan for Federal allocations from HUD  CDBG 1 each year= 5  HOME 1 each year = 5

<b>12</b>	<b>Goal Name</b>	Affordable Housing Development Rental DH1
	<b>Goal Description</b>	Funding for development of affordable rental housing units; Maximum gross annual household income equal to or less than 80% of the AMI (area median income) applies to rental housing development. 50% of HOME-assisted rental units must be occupied by tenants with gross annual household income equal to or less than 60% of the AMI; Housing Counseling of assisted households, by a HUD Certified Housing Counseling Agency/Counselor with goals incorporating comprehensive training and education that will assist the household in improving their housing conditions in meeting the responsibilities of homeownership or tenancy, are required; services to persons with limited English proficiency (LEP), and minimum time duration and curriculum content requirements apply; the household may not be charged for materials or for participating in the required housing counseling session(s). Housing counseling requirements are waived for persons who are elderly (over age 62 years). A 20-year minimum Housing Affordability Period applies to rental housing new construction.

**Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.315(b)(2)**

**The City anticipates 10 very low income households will benefit from the development of affordable housing-rental units.**

The City of Killeen is a jurisdiction grantee under the HUD formula grant programs and does not receive its funding from the State of Texas for which the referenced regulation requires a response from a "State".

The City anticipates approximately 115 extremely- and very low income (50% AMI) households will receive tenant based rental assistance and an additional 15 low income (50% to 80% AMI) households will receive assistance for the purchase and repair to an existing housing structure for the purpose of home ownership housing and 20 low income owner occupied households will receive assistance with rehabilitation /reconstruction of the occupied housing unit. Owners of multi-unit housing will benefit from acquisition and rehabilitation of 32 rental units – 12 with acquisition/rehab; 20 with rehabilitation of existing units.

## **SP-50 Public Housing Accessibility and Involvement – 91.215(c)**

### **Need to Increase the Number of Accessible Units (if Required by a Section 504 Voluntary Compliance Agreement)**

The Housing Authority of Killeen has converted its 145 public housing units to Project Based Vouchers under the RAD program and is not required to increase the number of accessible units. The minimum number of units required by RAD and HTC rules require 20% of the units, but not less than one unit and the complex be accessible to persons with physical and mobility disabilities.

### **Activities to Increase Resident Involvements**

The City continues to work with the HA to introduce and encourage homeownership. At times, project based voucher residents and voucher holders will advance their annual earnings to such level they no longer are allowed to occupy the PBV subsidized unit or use the monthly voucher subsidy - it is at this time, those households begin looking for alternative housing opportunities, most which involve home ownership.

The City of Killeen manages the First Time Homebuyer Assistance Program which provides the household with necessary down payment and closing cost assistance for the purchase of the home. The assistance is available to households able to obtain a mortgage loan with a participating mortgage lender and can be used for down payment and customary costs for a buyer that are associated with closing costs.

### **Is the public housing agency designated as troubled under 24 CFR part 902?**

N/A

### **Plan to remove the ‘troubled’ designation**

## **SP-55 Barriers to affordable housing – 91.215(h)**

### **Barriers to Affordable Housing**

Barriers to affordable housing and the development of affordable housing within the jurisdiction would include regulation, policy, or customary practices that are deliberate in nature or prohibit or discourage the development or increased access to affordable housing by the community. These barriers are generally placed without direct relationship to public, health, or safety concerns. These practices or procedures would increase the cost of new or rehabilitation of housing in the form of unjustified restriction of such housing activities. Barriers most identified include increased property taxes, strict zoning ordinances, excessive setback requirements, ad minimum square footage requirements for land and or building, and excessive processing time for permits or taps to water or sewer systems. All these impediments would increase the cost of development, inflate housing prices and force increase community times, traffic on main thorough fares, limit diversity, and eventually stagnate economic development within the community.

### **Strategy to Remove or Ameliorate the Barriers to Affordable Housing**

The City of Killeen has adopted building codes that require all homes to be constructed and maintained to protect to protect the health and safety of residents. Standards are minimal and no unusual or restrictive policies are in place to prevent the utilization of older or existing structures. The jurisdiction has in place, through its Planning and Development Services a “plans review” process that incorporates individual [trades] review and group [public works, building codes, permitting, fire marshal] discussion [review] of the proposed work therefore incorporating any unacceptable proposal in to one response document which, reduces the amount of time for the review and permit issuance.

The jurisdiction continues to incorporate public, private and public nonprofit partnerships; support applications by developers for state and federal assistance; work with financial institutions to meet their obligations under the Community Reinvestment Act; and reduce, waive, defer or reimburse the cost of development application fees including building permit fees, tap fees, and impact fees.

## **SP-60 Homelessness Strategy – 91.215(d)**

### **Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs**

The jurisdiction will continue to work with the Central Texas Homeless Coalition and the Texas Homeless Network during the annual point in time homeless count. The City's Homeless Outreach Team (Killeen H.O.T.) is heavily involved in providing housing for persons who have employment, however may need a 'guarantor' to help the family reestablish a positive rental housing record (*i.e., responsibly paying rent when rent is due*). The survey document used will be consistent with requirements of HUD Continuum of Care. The jurisdiction will assist in the response collection process, and final reporting efforts to ensure persons experiencing homelessness, especially those persons that are unsheltered, are accounted for and are referred to an appropriate agency to aid in resolving the circumstances that result in being homeless.

### **Addressing the emergency and transitional housing needs of homeless persons**

Emergency shelter and transitional housing is a challenge for any entity not having experience. Inexperienced entities are always wanting to "open a homeless shelter" however, having educated and experienced staff to manage all aspects of homelessness including those with mental health, drug or alcohol abuse come with great challenges. Operations overnight to administer authority, resolve conflicts among other individuals in the shelter, and continued funding stream to pay salary and operations is the greatest challenge. Even though interns are available, the need for an authority figure with the education and experience to recognize differences between mental health and substance abuse is still required. An individual who is the organization's primary/president or executive director alone cannot operate a shelter, staff overnight positions, and provide individual and group counseling sessions successfully.

### **Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again.**

The City will continue to provide funding for programs, services, and options for housing homeless individuals with both of its HUD formula grants, as eligible; this in itself is rather and easy task. Preventing individuals and families, previously homeless, from returning to homelessness requires a full and comprehensive assessment and program which may include tasks and though processes that many individuals perform on a daily basis and without serious thought. Simple tasks as planning and cooking a meal, budgeting expenses between pay periods, paying for obligations first opposed to recreation. These tasks coupled with any form of alcohol or drug abuse, mental illness, or physical or developmental

disabilities increase the potential for the return to the homeless state, therefore continued support services with extended or longer term case management is likely be required to achieve successful integration and self-sufficiency.

The City will continue to support entities working to end homelessness in the community.

**Help low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families who are likely to become homeless after being discharged from a publicly funded institution or system of care, or who are receiving assistance from public and private agencies that address housing, health, social services, employment, education or youth needs**

The jurisdiction will continue to use its HUD formula grants to provide housing and support services to help low and extremely low income households from becoming homeless including assistance to those persons being discharged from publicly funded institutions, and those persons receiving public health, social services, employment, education, or youth needs through coordination with those entities providing such services within the community and to new entities seeking to provide such services. Eligible services may be funded through the CDBG program and those services incorporating housing needs that can be addressed through both the CDBG and HOME programs. Strategies within this Consolidated Plan will be reviewed annually and revised as needed to ensure priority needs are addressed throughout the community as those needs change.

## **SP-65 Lead based paint Hazards – 91.215(i)**

### **Actions to address LBP hazards and increase access to housing without LBP hazards**

The jurisdiction's housing programs address lead based paint (LBP) hazards through testing and abatement of such hazards in the housing rehabilitation process. Further conditions are addressed in the City's tenant base rental assistance programs whereby the rental unit owner must attest and provide proof the unit is free of LBP hazards and/or is under ongoing maintenance to ensure LBP hazards to not arise in any substrate within the unit.

As available, the jurisdiction will seek other resources to combine with both CDBG and HOME programs in removal of LBP hazards within its control. Multifamily housing units part of housing rehabilitation programs will also incorporate the LBP hazards abatement requirement or the owner will be required to provide proof the hazards were previously abated, allowing the owner to market the units as lead free allowing occupancy of households that are restricted to lead safe units to families with young children.

### **How are the actions listed above related to the extent of lead poisoning and hazards?**

The actions listed above relate only to those units that are assisted with the jurisdiction's housing programs. The jurisdiction does not operate or fund a specific activity involving removal and/or abatement of lead-based paint hazards.

### **How are the actions listed above integrated into housing policies and procedures?**

Current policies associated with acquisition assistance and owner occupied housing rehabilitation requires all HUD assisted properties to be free of LBP hazards when either CDBG or HOME program funds are being utilized. LBP hazards in tenant-based programs must adhere to the requirements proof or ongoing maintenance of areas where LBP may be located. As needed, additional policies will be developed to meet federal requirements associated with HUD funded activities and programs.

## **SP-70 Anti-Poverty Strategy – 91.215(j)**

### **Jurisdiction Goals, Programs and Policies for reducing the number of Poverty-Level Families**

The goals, programs, and policies identified below will be implemented to advance individuals and families out of poverty and into self-sufficiency. The jurisdiction will focus on the following actions to reduce poverty levels within the community:

- Increased funding for appropriate services targeted to reducing extreme poverty and homelessness.
- Program development for self-sufficiency.
- Support emerging workforce programs that equip workers with necessary skills and enhance employment opportunities in Killeen.
- Support housing providers to increase and upgrade rental housing stock through housing rehabilitation and energy efficiency actions.
- Support economic development activities that assist current and new businesses with expansion activities.

### **How are the Jurisdiction poverty reducing goals, programs, and policies coordinated with this affordable housing plan**

The City of Killeen proposes to reduce (or assist in reducing) the number of poverty level families, taking into consideration factors over which the City has control, with support to existing and new antipoverty programs aimed at reducing and eliminating poverty with investments in job training and affordable childcare for working families and single parents. In addition, public transportation will be a key factor in moving families from their home and place of work to other public and medical services. CDBG and HOM program activities will continue to affect the housing needs of the very low- and low-income residents in Killeen. Housing rehabilitation under these programs will provide safer, sanitary, and decent living conditions by extending the useful life of the home or housing unit. Coordination and communication, with area providers, are key elements of the antipoverty strategy.

## **SP-80 Monitoring – 91.230**

**Describe the standards and procedures that the jurisdiction will use to monitor activities carried out in furtherance of the plan and will use to ensure long-term compliance with requirements of the programs involved, including minority business outreach and the comprehensive planning requirements**

The City of Killeen Community Development Department (CDD) is responsible for all monitoring for the Community Development Block Grant (CDBG) and Home Investment Partnerships Act (HOME) programs.

Community Development Block Grant (CDBG) and Home Investment Partnerships Act (HOME) programs.

The Department requires all recipient entities to attend the CDBG/HOME monitoring and compliance training session delivered by CDD Staff. The training element is required of all subrecipients and city departments receiving an allocation of funds from either of the two federal grants. Prior to issuing payment for any good or service funded under the two programs, CDD verifies the services and/or materials for the various projects were provided or are in place and that all program requirements have been satisfied.

The performance-based monitoring system evaluates recipient entities funded through the HUD formula grant programs and provides for more effective response and recording of objective obtained and goals achieved thus ensuring established goals and objectives are being achieved. A City of Killeen CDD monitoring and implementation guide is provided to subrecipients, city departments, and other approved entities during the compliance training. The guide details information on the purpose of monitoring visits, expectations during the visits, required support documentation and a *how to* process, assisting the entity to better meet proposed objectives under which the funding was allocated.

The *guide* is periodically updated incorporating revised statutes and regulations in the cross-cutting compliance necessary for HUD funded activities. The following procedures and policies are currently in place in the City of Killeen Community Development Department:

- Submission of periodic reports furnished to HUD as required.
- Systematic auditing and quarterly monitoring of grant recipient entities.
- Monthly reports from City department utilizing federal funds.
- Sanction and penalty process for funded recipients not meeting requirements.
- Financial auditing of procedures and financial records.
- Continuing education and learning commitment through online opportunities or attending in-person training sessions and seminars.
- Desk monitoring.
- Open communication to seek advice or ask questions related to HUD funded resources.
- Commitment to further fair housing objectives.

Long term compliance with requirements associated with monitoring the HUD programs is accomplished through ongoing communication as well as with HUD offices for the term covered by the five year strategy. The jurisdiction and CDD Staff assume total responsibility for the recipient entity compliance with all federal requirements that crosscut the CDBG and HOME rules including the environmental review process, maintaining compliance with labor standards, competitive bidding for construction related activities, hiring of low-income entities and individuals in accordance with Section 3 requirements, and ensuring adequate minority business outreach is accomplished in project detail specifications, bidding and contract requirements.