

Killeen, Texas



Community  
Development  
Department

**Consolidated  
Strategic  
Plan  
2020-2024**

OCTOBER 1, 2020—SEPTEMBER 30, 2025

**Goals &  
Priorities**

[www.killeentexas.gov/communitydevelopment](http://www.killeentexas.gov/communitydevelopment)

**DRAFT  
July 2020**

101 N. College Street, Killeen, Texas. 76541    [www.killeentexas.gov](http://www.killeentexas.gov)

# 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 the 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:

Objective Codes	Outcome Codes		
	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

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. These target areas are bound by the following:

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; 10<sup>th</sup> 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.

North Killeen Revitalization Area (NKRA) (yellow outline) – the area was established by the Killeen City Council in September 2015. The NKRA was established to promote the development and redevelopment of north Killeen and includes incentives for residential and commercial business structures' rehabilitation, expansion and/or new construction. For an investment as little at \$2,000 the City of Killeen will waive development fees (building permit, plans review, inspections, demolition, sign, and application fees for plat, Board of Adjustments, and zoning) with additional development standards include reduction of building setbacks and minimum lot size, no back taxes due or City liens on the property to be improved. The NKRA incentive prohibits projects consisting of sexually oriented businesses, non-residential mobile structures, and manufactured housing. 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 turning and traveling North-West to Hallmark Avenue; 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. *Census Tract/Block Group 222.00/01 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.*

Local Target Area Large (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 tracts is 62% of the low-mod universe = 20,120. *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 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.*

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).

**Table 2 - Geographic Priority Areas**

<b>1</b>	<b>Area Name:</b>	Grantee Boundaries
	<b>Area Type:</b>	City Wide
	<b>Other Target Area Description:</b>	City Wide
	<b>HUD Approval Date:</b>	
	<b>% of Low/ Mod:</b>	<i><b>Estimated 17%</b> of the population of Killeen is considered as low-income <i>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></i>
	<b>Revital Type:</b>	
	<b>Other Revital Description:</b>	
	<b>Identify the neighborhood boundaries for this target area.</b>	This boundary includes the entire jurisdiction within the corporate city limits of Killeen.
	<b>Include specific housing and commercial characteristics of this target area.</b>	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.
	<b>How did your consultation and citizen participation process help you to identify this neighborhood as a target area?</b>	Identified the jurisdiction's boundaries as area eligible for use of the HUD program funds.
	<b>Identify the needs in this target area.</b>	
	<b>What are the opportunities for improvement in this target area?</b>	

	<b>Are there barriers to improvement in this target area?</b>	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.
2	<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>	62% average <i>estimated</i>
	<b>Revital Type:</b>	Comprehensive – infrastructure, facilities, housing, business, and commercial improvements in the original township and areas of expansion in the original town.
	<b>Other Revital Description:</b>	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.
	<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; 10 <sup>th</sup> 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.

<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 ‘2020-2022 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>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. 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>
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<b>3</b>	<b>Area Name:</b>	North Killeen Revitalization Area (NKRA)
	<b>Area Type:</b>	Local Target Area
	<b>Other Target Area Description:</b>	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.
	<b>HUD Approval Date:</b>	
	<b>% of Low/ Mod:</b>	66% average <i>estimated</i>
	<b>Revital Type:</b>	Comprehensive – infrastructure, facilities, commercial/business, housing improvements
	<b>Other Revital Description:</b>	This target area will 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 this identified local target area.

<p><b>Identify the neighborhood boundaries for this target area.</b></p>	<p>North Killeen Revitalization Area (NKRA) (yellow outline)</p> <ul style="list-style-type: none"> <li>- 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></li> </ul>
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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 ‘2020-2022 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>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>
4	<p><b>Area Name:</b></p>	<p>Local Target Area Large (LTALG)</p>
<p><b>Area Type:</b></p>	<p>Local Target Area</p>	
<p><b>Other Target Area Description:</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><b>HUD Approval Date:</b></p>		
<p><b>% of Low/ Mod:</b></p>	<p>60% average <i>estimated</i></p>	
<p><b>Revital Type:</b></p>	<p>Comprehensive – infrastructure, facilities, commercial/business, and housing improvements</p>	
<p><b>Other Revital Description:</b></p>	<p>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.</p>	

<p><b>Identify the neighborhood boundaries for this target area.</b></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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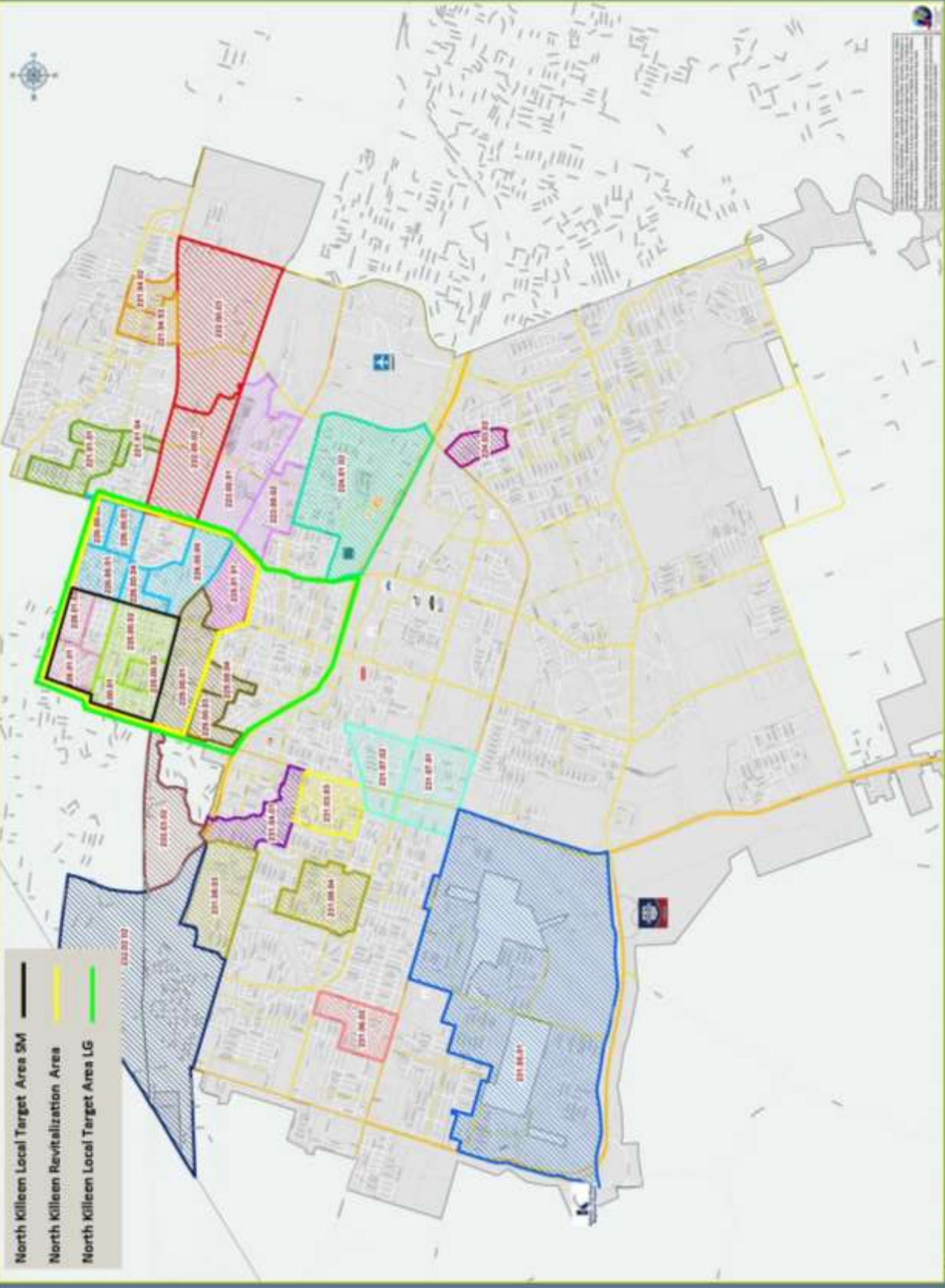
<p><b>Include specific housing and commercial characteristics of this target area.</b></p>	<p>Housing - there are varying eras of housing construction ranging from pre-1950, 1950-1999 and 2011-2016 in included residential areas. Single and multi-family type structures will be considered, whereby the 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>In the '2020-2022 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>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>
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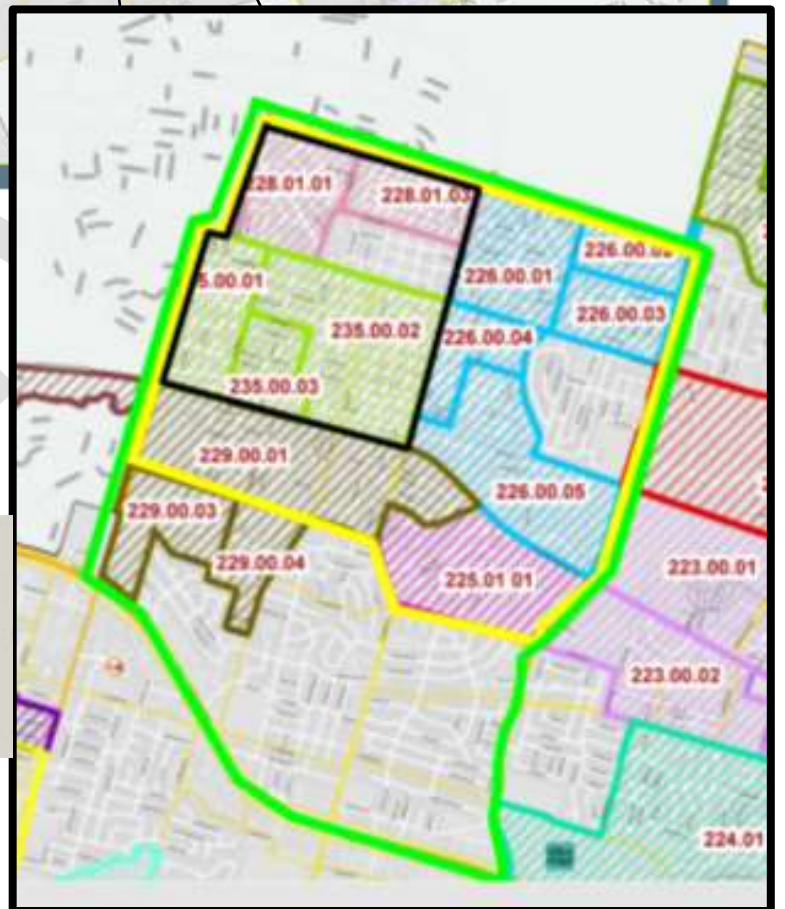
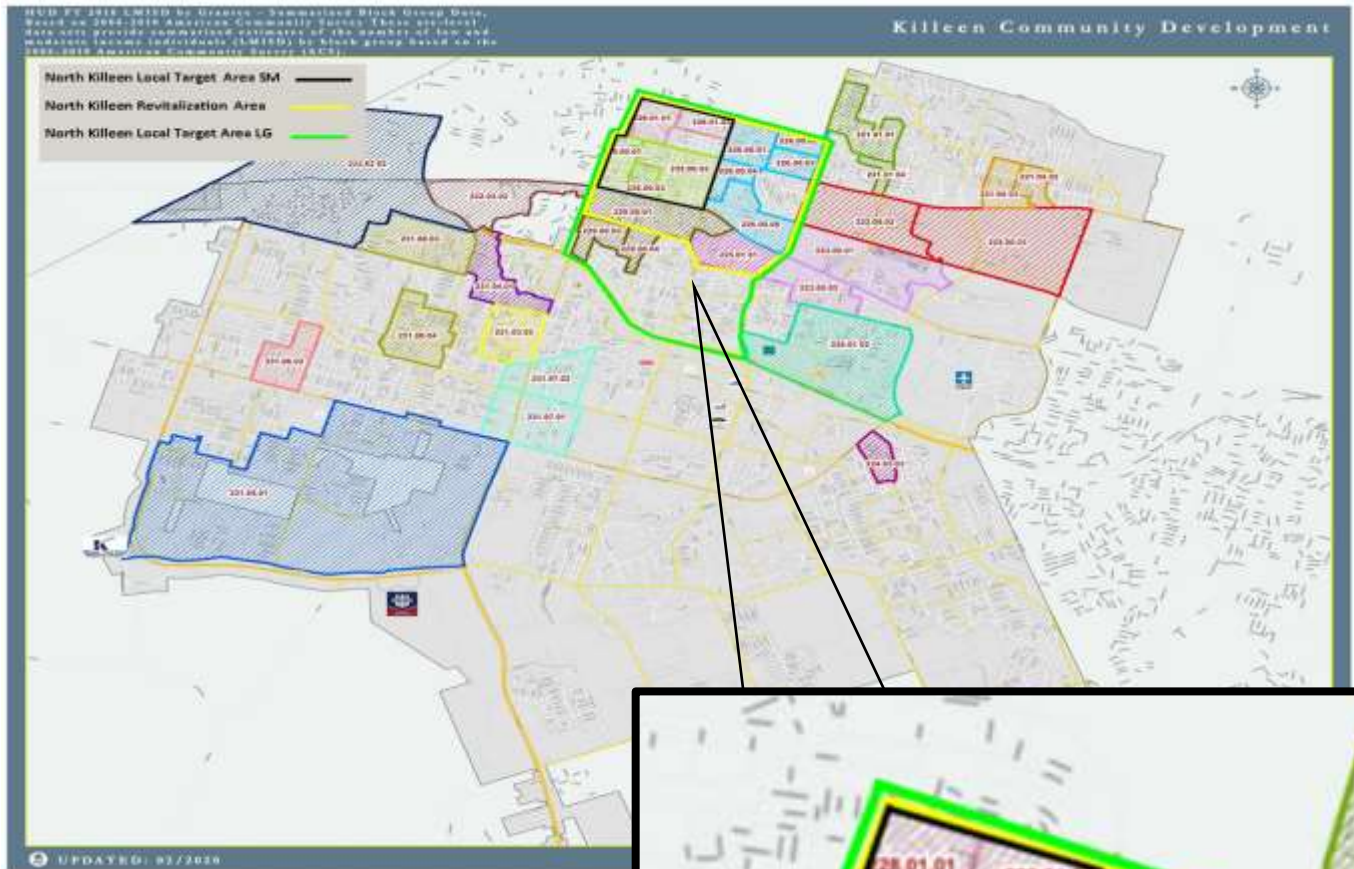
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HUD FY 2020 LMIED by Grants - Summarized Block Group Data  
Based on 2010 US Census Community Development Block Groups  
Address Point Location (LMIED by Block Group based on the  
2006-2010 American Community Survey (ACS)



- North Killeen Local Target Area SM
- North Killeen Revitalization Area
- North Killeen Local Target Area LG

# CITY OF KILLEEN TARGET AREAS MAP

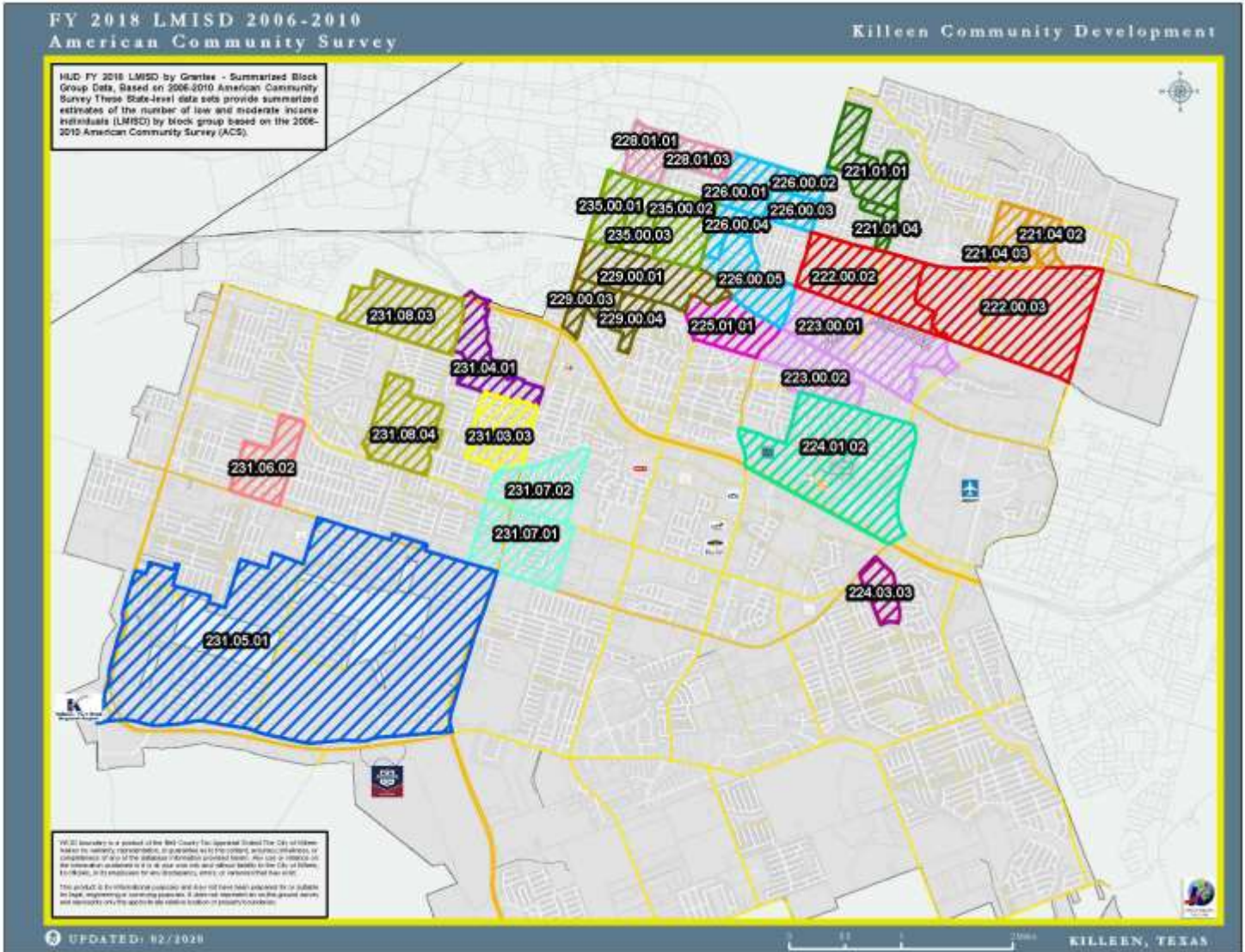


**City of Killeen LMISD**



**Killeen Community Development Department**

**Low Mod Income Summary Data by Grantee Summarized Census Tracts/Block Group**



**LMISD-**  
**City of Killeen “Low Income Census Tracts”**  
**Data**

TRACT	BLKGRP	LOWMOD	LOWMOD UNIV	LOWMODPCT
22101	1	1025	1885	54.40%
22101	4	425	500	85.00%
22104	2	540	915	59.00%
22104	3	940	1760	53.40%
22200	2	745	1345	55.40%
22200	3	585	1040	56.30%
22300	1	755	900	83.90%
22300	2	645	1060	60.80%
22401	2	2255	4300	52.40%
22403	3	440	570	77.20%
22501	1	1030	1325	77.70%
22600	1	560	935	59.90%
22600	2	680	1005	67.70%
22600	3	1105	1325	83.40%
22600	4	470	780	60.30%
22600	5	945	945	100.00%

TRACT	BLKGRP	LOWMOD	LOWMOD UNIV	LOWMODPCT
22801	1	530	880	60.20%
22801	3	875	1130	77.40%
22900	1	620	1165	53.20%
22900	3	525	735	71.40%
22900	4	740	805	91.90%
23103	3	605	1135	53.30%
23104	1	1130	2135	52.90%
23105	1	1290	1980	65.20%
23106	2	1535	2805	54.70%
23107	1	495	945	52.40%
23107	2	1625	2490	65.30%
23108	3	1850	3335	55.50%
23108	4	1630	2320	70.30%
23500	1	630	1175	53.60%
23500	2	600	725	82.80%
23500	3	355	610	58.20%



# FY 2020 INCOME LIMITS DOCUMENTATION SYSTEM

[HUD.gov](http://HUD.gov) [HUD User Home Data Sets](#) [Fair Market Rents](#) [Section 8 Income Limits](#) [MTSP Income Limits](#) [HUD LIHTC Database](#)

## FY 2020 Income Limits Summary

Selecting any of the buttons labeled "Explanation" will display detailed calculation steps for each of the various parameters.

FY 2020 Income Limit Area	Median Family Income <a href="#">Explanation</a>	FY 2020 Income Limit Category	Persons in Family							
			1	2	3	4	5	6	7	8
<b>Killeen-Temple, TX HUD Metro FMR Area</b>	\$63,900	Very Low (50%) Income Limits (\$) <a href="#">Explanation</a>	22,400	25,600	28,800	<b>31,950</b>	34,550	37,100	39,650	42,200
		Extremely Low Income Limits (\$)* <a href="#">Explanation</a>	13,450	17,240	21,720	<b>26,200</b>	30,680	35,160	39,640	42,200*
		Low (80%) Income Limits (\$) <a href="#">Explanation</a>	35,800	40,900	46,000	<b>51,100</b>	55,200	59,300	63,400	67,500

**NOTE:** HUD generally uses the Office of Management and Budget (OMB) area definitions in the calculation of income limit program parameters. However, to ensure that program parameters do not vary significantly due to area definition changes, HUD has used custom geographic definitions for the **Killeen-Temple, TX HUD Metro FMR Area**.

Effective April 1, 2020



## General Allocation Priorities

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

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). Yet within that boundary lies two smaller priority geographical areas identified as the local target area-small 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.

The specific boundaries of the “local target areas” will be where the jurisdiction will concentrate funding considering projects listed as priorities for the period covered by this consolidated strategic plan. Projects considered for funding shall be for re-use and revitalization of commercial and residential structures, public infrastructure, public facilities and public improvements as detailed in the priority goals addressing the needs within a specific target area. Reduction of hazardous materials including lead based paint in housing and business/commercial structures where children and youth are expected to participate in programs or services. Additional environmental hazards will be addressed in accordance with HUD, State, and local rules and regulations when using HUD and other federal funds in all projects. Individuals, developers, for-profit and non-profit entities as well as City Departments can participate in the annual proposal cycle to combine the Killeen CDBG and HOME program funding with other funding from local, State, and Federal resources to achieve anticipated accomplishments in the local target areas. The grantee may use CDBG funds under the Public Services category, as needed, with area non-profit organizations and City Departments to serve low-income Killeen residents within the jurisdiction’s boundaries (corporate city limits).

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 that activities that benefit an area can only meet the area benefit national objective if a least 51% of the residents of the area are low and moderate-income; the City of Killeen has fourteen (14) such areas within the identified 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’; \$51,100 is the gross annual income for a household of 4 persons.

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.

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

### Priority Needs

Table 3 – Priority Needs Summary

<b>1</b>	<b>Priority Need Name</b>	<b>Housing- Acquisition/Rehabilitation/Resale of Existing Units (home ownership)</b>
	<b>Priority Level</b>	<b>HIGH</b>
	<b>Population</b>	Extremely Low Low Moderate Large Families Families with Children Elderly
	<b>Geographic Areas Affected</b>	Local Target Areas – LG and SM North Killeen Revitalization Area
	<b>Associated Goals</b>	Acquisition/Rehabilitation/ Resale of Existing Units - DH2; DH3

<p><b>Description</b></p>	<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 moth 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 unit without recourse from the jurisdiction.</p>
<p><b>Basis for Relative Priority</b></p>	<p>2020-2022 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>

<b>2</b>	<b>Priority Need Name</b>	<b>Housing - Rehabilitation of Existing Owner &amp; Rental Units</b>
	<b>Priority Level</b>	<b>HIGH</b>
	<b>Population</b>	Extremely Low Low Moderate Large Families Families with Children Persons with Mental Disabilities Persons with Physical Disabilities Persons with Developmental/Intellectual Disabilities Persons with Addictions Justice involved persons
	<b>Geographic Areas Affected</b>	Local Target Areas – LG and SM North Killeen Revitalization Area
	<b>Associated Goals</b>	Rehabilitation of Existing Owner & Rental Units - DH2; DH3;

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	<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>
	<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>	<b>Housing - Acquisition Assistance Homebuyers</b>
	<b>Priority Level</b>	<b>HIGH</b>
	<b>Population</b>	<p>Moderate  Large Families  Families with Children  Elderly</p>

	<b>Geographic Areas Affected</b>	City Wide Local Target Areas – LG and SM North Killeen Revitalization Area
	<b>Associated Goals</b>	Acquisition Assistance - Homebuyers- DH2; DH-3
	<b>Description</b>	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.
	<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; and ACS statistical data ownership/renters
<b>4</b>	<b>Priority Need Name</b>	<b>Housing - Rental Assistance (tenant based)</b>
	<b>Priority Level</b>	<b>HIGH</b>

	<b>Population</b>	Extremely Low Very low Large Families Families with Children Elderly Individuals Veterans Victims of Domestic Violence
	<b>Geographic Areas Affected</b>	City Wide
	<b>Associated Goals</b>	Rental Assistance (tenant based) DH2

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	<b>Description</b>	<p>Funds to provide monthly subsidy to 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, who are currently 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) 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 do 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> – low-income households 80% AMI or less who are cost burdened and extremely cost burdened in rental housing units.</p> <p><b>LOW priority</b> – households in subsidized housing units, receiving housing subsidy from another Federal, State, or local source.</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 20-24 months from both Housing Choice Voucher administrators- Housing Authority of Killeen and Central Texas Council of Governments-Housing Assistance Program.</p>
5	<b>Priority Need Name</b>	<b>Public Infrastructure and Public Facilities Improvements (City owned)</b>
	<b>Priority Level</b>	<b>HIGH</b>

	<b>Population</b>	Extremely Low Low Moderate Families with Children Elderly Non-housing Community Development
	<b>Geographic Areas Affected</b>	Local Target Areas – LG and SM North Killeen Revitalization Area
	<b>Associated Goals</b>	Public Infrastructure and Facilities Improvements SL3
	<b>Description</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, flood/drainage improvements, and sustaining aging infrastructure and facilities in the target areas of the city.  <b>HIGH priority</b> - other low-income Census Tracts/Block Groups (CDBG LI Target Areas)  <b>LOW priority</b> – 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>	<b>Pubic Facilities Improvements- NPOs (Non-Profit Organizations)</b>
	<b>Priority Level</b>	<b>HIGH</b>

<p><b>Population</b></p>	<p>Extremely Low  Low  Moderate  Large Families  Families with Children  Elderly  Frail Elderly  Persons with Mental Illness/Disabilities  Persons with Physical Disabilities  Persons with Developmental/Intellectual Disabilities  Persons with Substance Addictions  Special Needs Populations  Victims of Domestic Violence  Children age 0-12  Youth age 13-19 years  Non-housing Community Development</p>
<p><b>Geographic Areas Affected</b></p>	<p>Local Target Areas – LG and SM  North Killeen Revitalization Area</p>
<p><b>Associated Goals</b></p>	<p>Public Facilities Impvts – NPOs (Non-Profit Organizations) SL1, SL2</p>
<p><b>Description</b></p>	<p>Funding for rehabilitation/reconstruction of facilities serving the public/neighborhood facilities in the target area(s) 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 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.</p> <p><b>LOW Priority</b> - New construction of facilities in the jurisdiction or target areas with appropriate justification.</p>
<p><b>Basis for Relative Priority</b></p>	<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; Eligible activities addressing multiple priorities with end results benefitting LM Areas and/or LM Clientele within the jurisdiction</p>

<b>7</b>	<b>Priority Need Name</b>	<b>Public Services/Programs</b>
	<b>Priority Level</b>	<b>HIGH</b>
	<b>Population</b>	Extremely Low Low Moderate Middle Large Families Families with Children Elderly Public Housing Residents Target/Special Needs Populations Non-housing Community Development
	<b>Geographic Areas Affected</b>	City Wide Local Target Areas – LG and SM North Killeen Revitalization Area
	<b>Associated Goals</b>	Public Services/Programs SL1; SL3
	<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>	2020-2022 Unity within the Community surveys; Community Planning Meetings; American Community Survey 2011-2015 5-year estimates (2015 ACS updates) as mandated by HUD
<b>8</b>	<b>Priority Need Name</b>	<b>Economic Development</b>
	<b>Priority Level</b>	<b>HIGH</b>
	<b>Population</b>	Extremely Low Low Moderate Income  Large Families Families with Children Public Housing Residents/Voucher Assisted Individuals, Families Non-housing Community Development
	<b>Geographic Areas Affected</b>	Local Target Areas – LG and SM North Killeen Revitalization Area <b>LOW Priority</b> – City Wide: requires appropriate justification
	<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
<b>9</b>	<b>Priority Need Name</b>	<b>Economic Development-Preservation</b>
	<b>Priority Level</b>	<b>LOW</b>

	<b>Population</b>	Extremely Low Low Moderate Middle Non-housing Community Development
	<b>Geographic Areas Affected</b>	Local Target Areas – LG and SM North Killeen Revitalization Area
	<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
<b>10</b>	<b>Priority Need Name</b>	<b>Other Community Improvements</b>
	<b>Priority Level</b>	<b>HIGH/LOW - As Listed</b>
	<b>Population</b>	Extremely Low- Low- Moderate- Middle- Income Persons and Households Small and Large Families Families with Children Elderly persons and households Target/Special Needs Populations Non-housing Community Development
	<b>Geographic Areas Affected</b>	Local Target Areas – LG and SM North Killeen Revitalization Area
	<b>Associated Goals</b>	Other Community Improvements SL1, SL3

<p><b>Description</b></p>	<p>Funding for costs associated with <b>disposition</b> (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; <b>clearance and demolition</b> 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; <b>in rem</b> (tax foreclosed housing) <b>with acquisition</b> 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 <b>code enforcement</b> 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; <b>evaluation and reduction of Lead Based Paint Hazards</b> 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; <b>historic preservation</b> including rehabilitation and restoration of publicly and privately owned properties of historical significance that will benefit low-income persons/households; <b>renovation of closed buildings</b> 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.</p> <p><b>Funding Priorities for the “Other Community Improvements” category are:</b></p> <p><b>LOW</b> – Disposition; In Rem with Acquisition; Historic Preservation; Renovation of Closed Buildings.</p> <p><i>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.</i></p> <p><b>HIGH</b> – 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.
<b>11</b>	<b>Priority Need Name</b>	<b>Planning and Administration</b>
	<b>Priority Level</b>	<b>HIGH</b>
	<b>Population</b>	Other
	<b>Geographic Areas Affected</b>	City Wide Local Target Areas – LG and SM North Killeen Revitalization Area
	<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 expenses for each year of the Consolidated Plan not considered as program delivery costs.
	<b>Basis for Relative Priority</b>	HUD regulations require regular planning, administration, monitoring, and reporting by grantee jurisdictions in association with receipt of the formula grant programs.



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

### Influence of Market Conditions

Affordable Housing Type	Market Characteristics that will influence the use of funds available for housing type
Tenant Based Rental Assistance (TBRA)	Extended wait list, of 20+ months, from any local Voucher Administrator, and absence of an adequate number of Housing Choice Vouchers to subsidize households at risk of homelessness due to cost burden; target and special needs populations.
TBRA for Non-Homeless Special Needs	Extended wait list, of 20+ months, from any local Voucher Administrator, and absence of an adequate number of Housing Choice Vouchers to subsidize very low income households on a set 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 cannot obtain a standard market mortgage loan due to severe credit matters and extensive housing counseling is provided 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 within the jurisdiction for community and neighborhood stability as well as for preservation of existing housing lost to tax foreclosures; assistance to first time homebuyers; and rehabilitation actions necessary to ensure vital components are functional for the duration of the affordability period; and, residential structures with historic significance registered on a federal, state, or local historic register listing.

**Table 4 – Influence of Market Conditions**

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

**Anticipated Resources**

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of Con Plan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	local, private, other public, federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	1,043,192	0	844,020	1,887,212	4,172,768	The amount available for the Con Plan is calculated as follows: Total allocation over 5 years is \$6,059,980 based upon annual allocations of \$1,043,192 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 Con Plan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
HOME	local, private, other public, federal	Acquisition Homebuyer assistance Homeowner rehab Rental rehab Reconstruction-owner/renter TBRA	469,707	49,821	56,417	575,945	2,021,695	The amount available for remainder of ConPlan is calculated as follows: Total allocation over 5 years is \$2,597,640 based upon annual allocation of \$469,707 multiplied by 5 years; plus, Annual Program Income of \$49,821 based upon loan repayment schedule multiplied by 5 years 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 fund 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. 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.

## 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 - Acquisition/Rehab/Resale Existing Units, DH2; DH3	2020	2024	Affordable Housing	Local Target Areas  North Killeen Revitalization Area	Housing- Rehabilitation of Existing Owner Units  Housing - Rehabilitation to Existing Rental Units	HOME  CDBG	Owner units acquired/rehabilitated/ sold for ownership  Owner units acquired (in rem) and assisted/ rehabilitated/ sold or granted for long-term ownership
2	Housing - Rehabilitation Existing Owner/Rental, DH2; DH3	2020	2024	Affordable Housing	Grantee Boundaries  Local Target Areas  North Killeen Revitalization Area	Housing- Rehabilitation of Existing Owner Units  Housing - Rehabilitation to Existing Rental Units	CDBG  HOME	Existing Owner units rehabilitated  Existing Rental units rehabilitated

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
3	Acquisition Assistance – Homebuyers, DH2; DH3	2020	2024	Affordable Housing	Grantee Boundaries  Local Target Areas  North Killeen Revitalization Area	Housing - Acquisition Assistance Homebuyers	HOME	Direct Financial Assistance to First Time Homebuyers
4	Rental Assistance (tenant based), DH2	2020	2024	Affordable Housing	Grantee Boundaries	Housing - Rental Assistance (tenant based)	HOME:	Tenant-based rental assistance  At-Risk of Homelessness; Prevention

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
5	Public Infrastructure and Improvements, SL3	2020	2024	Non-Housing Community Development	Local Target Areas  North Killeen Revitalization Area	Public Infrastructure and Improvements	CDBG:	Public Facility or Public Infrastructure Activities other than Low/Moderate Income Housing Benefit  Community/Neighborhood/Senior Centers and Parks, walking/jogging trails improved  Sidewalk reconstruction/installation  Streets reconstructed  Water/Sewer lines replaced  Lighting, Benches, Landscaping improved/installed  Drainage improved

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
6	Public Facilities Impvmts – NPOs, SL1, SL2	2020	2024	Non-Homeless Special Needs Non-Housing Community Development	Local Target Areas North Killeen Revitalization Area	Pubic Facilities Improvements-Public/NPOs	CDBG	Public Facility Improvement Activities other than Low/Moderate Income Housing Benefit:  Day Shelter/ Overnight/ Emergency Shelter  Homelessness Prevention/At-Risk
7	Public Services/Programs, SL1, SL3	2020	2024	Non-Homeless Special Needs Non-Housing Community Development	Grantee Boundaries	Public Services/Programs	CDBG	Public Services activities other than Low/Moderate Income Housing Benefit:  Homeless Persons Assisted:
8	Economic Development, EO3	2020	2024	Non-Housing Community Development	Grantee Boundaries Local Target Areas North Killeen Revitalization Area	Economic Development	CDBG	Jobs created/retained for LMI persons  Job Training with expansion of microenterprise development;



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	Grantee Boundaries  Local Target Areas  North Killeen Revitalization Area	Economic Development/Preservation	CDBG	Facade treatment/business building rehabilitation with permanent job creation benefitting LMI persons
10	Other Community Improvements SL3	2020	2024	Property Improvements  Non-Housing Community Development	Local Target Areas  North Killeen Revitalization Area	Other Community Improvements	CDBG	Disposition, Code Enforcement, Clearance/Demolition, In Rem/Acquisition, Evaluation of Lead Paint/Abatement, Closed Building Renovations, Historic Preservation
11	Planning and Administration	2020	2024	Planning and Administration	Grantee Boundaries	Planning and Administration	CDBG  HOME	Grants Administration, Compliance, Planning, Monitoring, Reporting

## Goal Descriptions

1	<b>Goal Name</b>	Acq/Rehab/Resale Existing Units - Ownership - DH2; DH3;
	<b>Goal Description</b>	Acquisition, Rehabilitation, Resale of existing; Affordable Housing; Sustaining existing housing stock-single family structures; Architectural Barrier removal; Removal of Lead Based Paint Hazards
2	<b>Goal Name</b>	Rehabilitation of Existing Units- Owner/Renter - DH1; DH2
	<b>Goal Description</b>	Available/Accessible housing; Affordable Housing; Sustaining affordable housing  Rental – Architectural Barrier removal for disabled persons; Rehab/reconstruction of structures not suitable for rehabilitation  Owner – Architectural Barrier removal; rehabilitation including urgent repairs; reconstruction of structures not suitable for rehabilitation
3	<b>Goal Name</b>	Acquisition Assistance - Homebuyers- DH2
	<b>Goal Description</b>	Affordable housing; Sustaining affordable housing  Owner – acquisition assistance to first time homebuyers assisting households with gaps in ability to become viable home owners.
4	<b>Goal Name</b>	Rental Assistance (tenant based) DH2
	<b>Goal Description</b>	Assistance to low income households through monthly subsidy to alleviate cost burden and severe cost burden; homeless prevention.  City wide - so as not to increase concentrations of low- and moderate-income persons to areas already having high concentrations of these households.

5	<b>Goal Name</b>	Public Infrastructure and Public Facilities Improvements SL3
	<b>Goal Description</b>	Funding for publicly owned - - libraries, parks, playgrounds, public facilities open to the public with regular daily operating hours, recreational facilities, senior centers, streets, curbs, sidewalks, sanitary sewer, water, solid waste disposal to sustain aging facilities and infrastructure in target areas of the city.  Rehabilitation, reconstruction  Target areas
6	<b>Goal Name</b>	Public Facilities Impvmts -NPOs SL1, SL2
	<b>Goal Description</b>	Funding for public facilities/neighborhood facilities owned by a nonprofit, open to the general public with regular daily operating hours including - recreational facilities, facilities for persons with special needs (homeless, domestic violence shelters, group homes for disabled persons, and other eligible facilities).  Rehabilitation  Target areas
7	<b>Goal Name</b>	Public Services/Programs SL1; SL3
	<b>Goal Description</b>	Funding for services and programs providing access to quality public and privates services with resources that benefit low and moderate income persons and families including child care, homeless services (operations), health care, recreation programs, education programs, public safety services, senior and elderly services, homeless services, counseling/mentoring and mental health programs and services, services for children, battered/abused persons and children services, services for disabled/handicap persons, transportation services, crime awareness/crime prevention services, substance abuse services, fair housing education services, screening for lead based paint services, mortgage assistance-limited one time.  City wide

8	<b>Goal Name</b>	Economic Development EO3
	<b>Goal Description</b>	Funding for job creation and retention for low/moderate income persons; establishment/stabilization and expansion of small businesses (including microbusinesses); Commercial or industrial improvements carried out by the City or a nonprofit subrecipient; Assistance to private for-profit entity for an activity associated with an approved economic development project including financial and technical assistance and other eligible projects..
9	<b>Goal Name</b>	Economic Development / Preservation EO3
	<b>Goal Description</b>	Funding for economic development activities associated with preservation of existing structures, increasing the number of jobs for low and moderate income households.  Rehabilitation, reconstruction; preservation of commercial structures with historic significance, registered on a federal, state, or local preservation listing.  City wide.
10	<b>Goal Name</b>	Other Community Priorities / SL3
	<b>Goal Description</b>	Funding for other eligible projects under CDBG statutory/regulatory requisites and as listed in SP-25 Priority Needs; Table 3 specifically as the categories are listed as HIGH or with appropriate justification for activities listed as LOW.  Property Improvements, Non-Housing Community Development improvements to include eligible activities as listed: Disposition, Code Enforcement, Clearance/Demolition, In Rem/Acquisition, Evaluation of Lead Paint/Abatement, Closed Building Renovations, Historic Preservation.
11	<b>Goal Name</b>	Planning and Administration
	<b>Goal Description</b>	Funding for planning and administration of HUD funded grant programs.  Grants Administration, Compliance, Planning, Monitoring, Reporting, Operations (staff salaries/benefits, and other eligible cost factors not considered as project delivery costs) for each year of the Consolidated Strategic Plan.

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