

Executive Summary

1. Introduction

The Consolidated Strategic Plan (CSP) is a 3-5 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” 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

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

3. Evaluation of past performance

The jurisdiction estimates the following accomplishments undertaken during the 2010- 2014 Consolidated Strategic Plan (October 1, 2010 through September 30, 2014).

~An estimated 15,187 people were assisted through Public Service programs and activities through the allocation of \$721,099 of CDBG funds

~Ten (10) Public Facilities, improvements, and acquisition of public facilities including installing new and extending the useful life of facilities that serve or are located in areas of predominantly low-income populations through programs and services, and professional services that enable the projects to go forward. These activities include improvements and reconstruction of streets, sidewalks and neighborhood parks and the local farmer's market, early childhood education centers, playgrounds and safety improvements, refrigerated storage for perishable food items at a local food bank, and expansion of the local free clinic. Each of these improvements were made possible through the allocation of \$2,198,856 of CDBG funds

~Code Enforcement activities including enforcement of city codes and ordinances and demolitions of 3 substandard, vacant, and abandoned structures in target areas and addressing other code violations such as junk vehicles, high weeds and grass, graffiti including administrative costs associated with delivery of enforcement of the codes. This activity created a more suitable living environment for 22,104 unduplicated persons in target areas with over 10,700 violations being sited through the allocation of \$40,003 of CDBG funds

~One (1) Affordable rental housing complex was developed with \$650,000 of HOME funds coupled with \$10,224,660 of State Housing Tax Credit Program funds and an additional \$1,998,000 of private loan funds. The development created 112 new rental units available to elderly households earning 60% or less of the median family income for the area.

~Thirty-six (36) first time homebuyers were assisted through the HOME funded Homebuyer Assistance Program whereas the funds were used for down payment, closing costs, interest rate reductions [to make payments more affordable] and rehabilitation actions which bring the property into compliance with adopted property maintenance codes and ordinances. These properties and property owners received \$409,000 of the jurisdiction's HOME funds.

~Two hundred eighty (280) households were assisted with monthly rental subsidies made available through the jurisdiction's HOME funded Tenant Based Rental Assistance programs. These programs focused on target populations of elderly persons, age 62 years and older, victims of domestic violence and/or sexual assault, veterans, and other households at-risk of becoming homeless. This activity utilized 1,205,880 of the jurisdiction's HOME funds.

~Six (6) staff members worked over 62,400 hours in efforts to carry out the required planning, implementation, monitoring, and reporting of the city's CDBG and HOME programs throughout the past five years. Planning and administration included conducting outreach to low-income persons and households that are eligible to receive assistance through funded activities, neighborhood/community planning meetings to receive input and determine community need, seminars and workshops with industry leaders, faith-based and non-profit entities, other public and private stakeholders who serve special and target populations in need of housing, employment, child care, medical/health care, mentoring and education tutoring/training, transportation, nutrition, and other services that are needed within the community, and continued training from HUD and HUD approved technical assistance providers to maintain ongoing compliance with statutory and regulatory requirements associated with the funding. \$930,074 of CDBG and HOME program administration funds were used to achieve planning and administration costs over the past five years.

~ The City estimates approximately \$6,197,283 of CDBG and HOME program funds have leveraged more than \$16,986,164 in federal, state, and local resources totaling over \$23,183,447 over the past five years providing health and human services, public facility and public improvements, and decent housing opportunities for the Killeen community.

4. Summary of citizen participation process and consultation process.

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. Information kiosks and bulletins are provided via written correspondence and electronic mail formats to public service agencies, civic, and faith based organizations.

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.

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.

Presentations, Discussions and Priorities

Two community-planning meetings were held on February 18 and 26, 2015 by the Community Development Advisory Committee (CDAC), with presentations to attendees by the Community

Development Division Staff, at the Bell County Human Services building located at 718 N. 2nd Street, downtown Killeen. The planning meetings introduced the consolidated plan process for the federal grant programs and funding resources for 2015-2019 and for the fiscal year 2015-2016 with attendees contributing community input on housing and community development needs.

The City also conducted a “community survey” consisting of 27 questions [7 demographic and 20 category specific] associated with affordable and fair housing needs, suitable living environments and expansion of economic opportunities through utilization of governmental and non-governmental resources to serve the Killeen community. All Killeen citizens and community stakeholders were encouraged to complete the entire survey or only those sections of interest. The survey was available beginning February 20 through March 31, 2015 via the City’s Community Development Department web page; additionally survey access was available for mobile device users through a “text to access” mobile keyword, or as a paper document. A total of 446 persons accessed the survey with 94% (420) completing the full survey. Survey respondents were offered three choices in their response to the questions posed with the objective to place each question in a priority need category of high, low, or none/no priority. Through the planning meetings and the community survey, citizens, service providers, community leaders, and other interested parties were asked to identify and prioritize specific needs of the community. The following represents priorities established from those respondents:

High priority housing needs included the need for homeless shelters, housing for elderly persons age 65 and older, accessibility [architectural barrier removal] for disabled home owners, barriers to homeownership due to bad or poor credit and the inability to qualify for a mortgage loan and the lack of down payment for those that can qualify and then the lack of income to pay for necessary repair/maintenance of the home. Rental housing with high priority concerns included the condition of the unit, excessive deposits for security, utility and/or pets. Areas of low or no priority included for renters include landlord not accepting rent subsidy payments from federal programs and allowing a disability assistance /emotional support animal in the unit. Respondents indicated that they would participate in free educational opportunities through online, video, or “podcast” courses regarding the homebuyer process, credit counseling, or understanding lease or rental agreements.

Public Service program priorities garnering high need responses include abused and neglected children, crime prevention and awareness, and mental health counseling and services. Low/no priority areas

identified include the need for one-time payment assistance programs and fair housing/tenant – landlord counseling.

Special needs populations, which includes groups of persons with disabilities of a physical, developmental, mental, addiction, or social disease, veterans, frail elderly, ex-offenders, unaccompanied (homeless) youth, domestic violence victims and other households moving from transitional housing to permanent housing, also had several high scores for the various special needs populations. Those populations garnering 80% or more of the overall response included unaccompanied youth/youth exiting foster care, victims of domestic violence, and persons with mental illness followed by 79.7% listing disabled veterans with a high priority. These special needs populations usually require some level of supportive services to assist in performing routine daily tasks – those high ranked support services include life skills training to attain self-sufficiency, information and referral with case management and housing support services. Assisted living facilities and transitional housing (up to 24 months) are key components to success of the special needs populations groups.

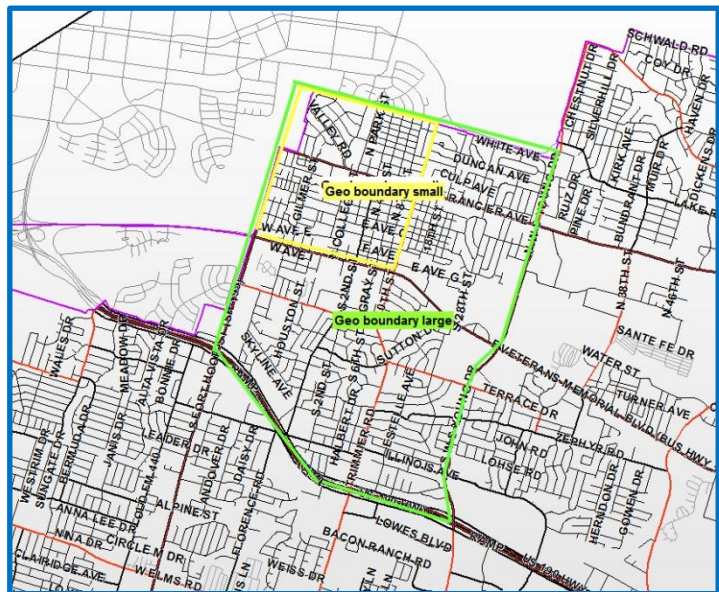
Facilities for use in delivery of public service programs, as well as funding to bridge gaps in providing those facilities necessary for serving and meeting the particular needs of the community are vital in the cycle of creating and sustaining suitable living environments. Public facility and public improvements, identified such as youth centers, food bank/food pantry, neighborhood facilities (i.e. multi-purposes structures for social services and recreation) primarily serving low-income persons and outdoor locations (not buildings) for parks and recreation; sidewalks including lighting, benches, street-scaping and trash receptacles green space and demolition and clearance of unsafe structures, in residential areas also received high priority responses. Public facilities and improvements of this nature are limited to areas within the city containing higher populations of low-income households and/or serve primarily low-income persons and families.

Economic development plays an important role in the life of any community and is largely governed by two factors: government and entrepreneurship. Local government often provides incentives for entrepreneurship investment to flourish and take hold, resulting in economic growth for the community. Survey respondents indicated that job creation and training were necessary for empowerment and self-sufficiency to reduce generational poverty. Business (*assuming small business types*) mentoring, small business loans, and start up assistance were among the high priorities that could

potentially spur new growth in areas left behind or forgotten by the auto-urban society. Factors also considered and associated with economic development includes re-use and revitalization of older structures for commercial/industrial use and residential neighborhoods necessary for housing the required work force and utilization of supply provided. Areas identified as having a high priority for revitalization and redevelopment included existing small neighborhood park areas, single-family housing rehabilitation and/ or reconstruction, educational opportunities through public schools and child development centers and multi-family housing with amenities that provide social and recreational space along with security (i.e. gated perimeter). Older buildings may also serve the community by housing local cultural and heritage centers, galleries, exhibition halls, or museum. Numerous responses provided potential geographical areas in need of this type 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 (Geo boundary large). Yet within that boundary lies a smaller geographical area identified as a priority area encompassing Fort Hood boundary on the North; Fort Hood Street (Hwy 195) on the West; Hwy 190 (Business 190/Veterans Memorial Blvd.) on the South; and 10th Street on the East (Geo boundary small).

Specific boundary division should be considered carefully so as not to leave one side or the other of any particular boundary line without fair and equitable consideration of inclusion.

These priorities will be more fully described and visualized in the complete consolidated strategy.



5. Summary of public comments

Written comments received from June 10, 2015 through July 9, 2015 and submitted to the Community Development Department, 802 N. 2nd Street, Building E or mailed to the Community Development Department, P.O. Box 1329, Killeen, Texas 76540-41329, will be presented to the Killeen City Council for review and consideration at the July 14, 2015 public hearing. Those comments will then become a permanent part of the CSP document.

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

The jurisdiction will accept comments on the content associated with the 2015-2019 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, 2015 to September 30, 2020. All other comments not relevant to the contents may be

7. Summary

The jurisdiction will accept comments on the content associated with the 2015-2019 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.