



**PROPOSAL APPLICATION FOR CDBG FUNDING
THE COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)
ENTITLEMENT PROGRAM**

**FISCAL YEAR 2026
JANUARY 1, 2026 THROUGH DECEMBER 31, 2026**

Organization Name: _____

Project Name: _____

Project Address: _____

Executive Director Name: _____

Address: _____

Telephone #: _____ Fax #: _____

Email Address: _____ Website: _____

Employer (IRS) ID #: _____

Contact Name: _____ Title: _____

Contact Telephone #: _____ Fax: _____

Contact Email: _____ Website (if applicable): _____

PROJECT FUNDING REQUEST

CD Funds Requested \$ Funding Leveraged from other Sources \$

Check the category, which describes the type of funding, requested:

- Housing Public Facility Infrastructure
 Economic Development Public Service Other

BRIEF PROJECT DESCRIPTION:

Please provide a one-sentence statement about your project-not your organization.

1. PROJECT ELIGIBILITY SECTION

A. This project is located in _____ Census Tract(s) (identify tract by number)
(website – www.factfinder.census.gov)

B. This project meets at least ONE of the HUD national objectives listed below (please check all applicable; discussion and definitions available on page 18 of the RFP packet.

- ____ 1. Benefits low/moderate income individuals/households.
- ____ 2. Addresses the prevention or elimination of slums or blight.
- ____ 3. Meets a particularly urgent community development need

C. Check all statements that describe HOW this project or activity meets one of the National Objectives above:

- L/M Area Benefit:* the project meets the identified needs of L/M income persons residing in an area where at least 51% of those residents are L/M income persons. The benefits of this type of activity are available to all persons in the area regardless of income. Examples: street improvements, water/sewer lines, neighborhood facilities, façade improvements in neighborhood commercial districts.
- L/M Limited Clientele:* the project benefits a specific group of people (rather than all the residents in a particular area), at least 51% of whom are L/M income persons. The following groups are presumed to be L/M: abused children, elderly persons, battered spouses, homeless, handicapped, illiterate persons. *Examples:* construction of a senior center, public services for the homeless, meals on wheels for elderly, construction of job training facilities for the handicapped.
- L/M Housing:* the project adds or improves permanent residential structures that will be occupied by L/M income households upon completion. Housing can be either owner or renter occupied units in either one family or multi-family structures. Rental units for L/M income persons must be occupied at affordable rents. *Examples:* acquisition of property for permanent housing, rehabilitation of permanent housing, conversion of non-residential structures into permanent housing.
- L/m Jobs:* the project creates or retains **permanent** jobs, at least 51% of which are taken by L/M income persons or considered to be available to L/m INCOME PERSON. Examples: loans to pay for the expansion of a factory, assistance to a business which has publicly announced its intention to close w/resultant loss of jobs, a majority of which are held by L/M persons.
- Microenterprise Assistance:* the project assists in the establishment of a Microenterprise or assists person developing a Microenterprise. (A microenterprise is defined as having five or fewer employees, one or more of whom owns the business.) This activity must benefit low/moderate income persons, area or jobs as defined in previous sections.

Note: List is continued on the following page.

- Slum or Blighted Area:* the project is in a designated slum/blight area and the result of this project addresses one or more of the conditions that qualified the area.
- Spot Blight:* the project will prevent or eliminate specific conditions of blight or physical decay outside a slum area. Activities are limited to clearance, historic preservation, rehabilitation of buildings, but only to extent necessary to eliminate conditions detrimental to public health and safety. *Examples:* historic preservation of a public facility threatening public safety, demolition of a deteriorated, abandoned building.

D. Project Category [check one]:

- Acquisition of Real Property
- Disposition of Real Property
- Public Facilities and Improvements (e.g., homeless shelter, water and sewer facilities. Flood and drainage improvements, fire protection facilities/equipment, community, senior and health centers, parking, streets curbs, gutters and sidewalks, parks and playgrounds.)
- Privately-Owned Utilities
- Public Service (i.e., a new service or an **increase** in the level of a service)
- Relocation Payments and Assistance to Displace Persons
- Removal of Architectural Barriers, Handicapped Accessibility
- Housing Rehabilitation
- Historic Preservation
- Commercial or Industrial Rehabilitation, including façade improvements and correction of code violations.
- Special Economic Development or assistance to micro-enterprises.

2. IMPACT ON CONSOLIDATED PLAN PRIORITY NEEDS

The five-Year Consolidated Plan identifies both priority needs in the community and strategies to address these needs. The need for your proposed project will be determined by indentifying how the project impacts upon the adopted Consolidated Plan Priority Needs.

Therefore, applications should provide a clear explanation of how the project impacts upon the adopted Consolidated Plan Priority Needs. Greater consideration will be given to projects that provide a clear description of the project with supporting data and methodology of how the project will meet the Consolidated Plan Priority Needs. Included in the RFP packet on pages 18-23 is a Summary of “Housing and Community Development Needs and Priorities”.

Please identify the category and activity applicable to your proposal, using that table as your guide:

Example:	
Public Services	Activity: Youth Transportation

- Homeless Activity _____
- Infrastructure Activity _____
- Public Services Activity _____
- Youth Programs Activity _____
- Economic Development Activity _____
- Housing Activity _____
- Public Facilities Activity _____
- Senior Programs Activity _____
- Other CID Programs Activity _____

PROPOSED PROJECT ACCOMPLISHMENTS

Please briefly describe proposed accomplishment(s) if funding is awarded (Accomplishments must be described in terms of households served, people served, businesses created, housing units created, jobs created or public facilities undertaken. Example: This program will serve 485 LMI individuals, this program will create 25 jobs, etc.)

PROPOSED ACCOMPLISHMENTS:

Please answer the following questions:

- A. What is the total estimated number of persons to be served by this project?
- B. What is the total estimated number of LMI persons to be served by this project?
- C. What is the anticipated percentage of LMI persons to be served by this project?

3. PERFORMANCE AND EVALUATION CRITERIA

The U.S. Department of Housing and Urban Development (HUD) requires recipients of federal funds to assess the productivity and impact of their programs. In response, The City of Texarkana, Arkansas PWD has implemented a Performance and Outcome Measurement System. The System will help to quantify the effectiveness of programs and establish clearly defined outcomes.

Per HUD's requirements, all proposals must demonstrate how they would perform using this system should they receive funding.

Please note the following definitions specific to this system as you prepare your application and the chart on page 8. YOU ONLY NEED TO SUBMIT THE CHART WITH YOUR PROPOSAL YOU DO NOT NEED TO SUBMIT THE INSTRUCTION PAGES.

GUIDANCE FOR PERFORMANCE EVALUATION SYSTEM FORM

The Performance Evaluation System Form is designed to provide the City and applicants with a concise description of how the proposed project will meet City goals of the Consolidated Plan and Neighborhood Strategy Areas and create desired change in citizens and the community. The information provided in this form will be used by reviewers to determine if your program should be funded.

Some general suggestions for completing this form:

- **It is very important that you do not “over-promise”** on what your project can realistically deliver. Do not project that you can start delivering services on week after your contract is finalized, if you need to hire and train staff. Be realistic about the time frame for implementation. Similarly, do not project serving 200 individuals if your staffing and budget simply will not enable you to do so. View this proposal as the beginning of a long-term relationship with a funding source. If you over-promise now, you will not be believed in the future. If your project is funded and you do not deliver on what you have projected in these tables, it is possible that your payments will be delayed or the funds will be reprogrammed
- **Be as specific and concise as possible.**
- Should your project be funded, the Performance Evaluation System Form will be used as the data base for drafting your contract and as a framework for monitoring implementation of the project. Because your projections will be translated directly into the contract scope of work and into the reporting requirements that are part of the monitoring process, it is important that you are realistic about your estimates.

Definition of Terms:

Needs Statement is a statement as to an unmet need within the City that is identified in this RFP on pages 18-23 Community Development Needs from the Consolidated Plan.

Project Goal is a broad statement that describes what can reasonably be achieved by completing the project. Goals are generally directly related to the purpose of an organization, and express that purpose concisely. Examples are:

- Increase access to legal services to individuals without financial resources
- Improve the quality of life of aging or physically impaired adults
- Improve access to nutritious food for low-income individuals/families
- Maintain housing stability for individuals/families at risk of homelessness/eviction
- Increase the affordable housing stock
- Create new job opportunities that pay a living wage
- Improve the employability skills of low-income individuals
- Place unemployed and under-employed individuals in living wage positions
- Increase/improve the literacy skills of adults

Applicant goals should be directly related to the Consolidate Plan. These are the objectives the City has develop through its community input and assessment process, it is important that your goals relate directly to the goals identified by the City.

Proposed Activity provides one means by which the City can evaluate the degree to which a contract is being fulfilled. To be of any use, these measures must be quantifiable and provide a level of specificity. It is important for each applicant to list the major activity that must be accomplished in order to implement the project. Activities will vary significantly depending upon the nature of the project, but could include hiring and training staff, recruiting clients, initiating specific project activities, etc. For many projects, developing clear definitions of units of service is extremely challenging, for others it is very simple. The following provides some examples of clear measurable activities:

- Hot lunch daily
- Tutoring session of ½ hours for 4 students
- Counseling session of 1 ½ hours for 20 couples
- Provision of free paint to 20 low-income senior Texarkana Arkansas residents
- Day of shelter for one low-income Texarkana Arkansas resident
- Half hour of legal counseling for a low-income Texarkana Arkansas resident
- Units of affordable Housing (as defined by HUD)

For the purposes of preparing proposals, the City would like applicants to define as best they can the activities they propose to deliver and the number of those activities that will be provided. During the contract development phase, approved applicants will be assisted in refining the definitions and honing the projected number of activities delivered.

Expected Output is more specific descriptions of what your project is intended to accomplish. They should be specific, time-limited, and measurable. Expected outputs describe the activities you propose to provide, or other tasks that you propose to undertake. The following are examples:

- To develop 20 units of affordable housing by December 20, 2026
- To distribute 100 nutritious meals weekly to low-income Texarkana Arkansas residents
- To conduct 6 four-week parenting training sessions for 8 families in each session
- To refer 250 families per month to appropriate health services

Expected Outcome describes the hoped-for effect of activities or other process objectives. It should be realistic, and realizable within the time-frame of the grant. They are often evaluated on the basis of Client Satisfaction Surveys, which assess the degree tow hic clients or other (parents/teachers/probation

officers/customers) consider that the expected outcomes have been met. Sometimes more objective measures are used, e.g. pre and post tests. The following are examples of expected outcomes:

- By June 30, 2012 the test scores of 20 participating students will have increase 10%
- 80% of clients will rate services as “very effective” or “effective.”
- New residents of renovated affordable housing will rate the housing as “very satisfactory” or “satisfactory” in a survey of all new residents
- Based after program completion, upon self-reporting, 40% of clients will remain clean and for six months
- 80% of clients receiving fee paint/loans/housing mediation/legal services will rate service as “highly satisfactory” 50% will indicate that the service enabled them to remain housed, start their business, and resolve their legal problem.

It is important for every expected outcome can be measured. In completing the Performance Evaluation System Form, provide at least one expected output that relates to the services you would deliver, and at least one expected outcome that relates to the impact that program is expected to have on the community or person(s) benefiting from the activity.

Performance Evaluation Form

Project Name:

Sponsoring Agency:

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Needs Statement (relate to Consolidated Plan Needs):

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Project Goal:

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Proposed Activity:

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Expected Outputs Number of persons served, jobs created, housing units rehabbed, etc.	Expected Outcomes Direct results of the program/project

FOR OFFICE USE ONLY:

_____ DH-1	_____ SL-1	_____ EO-1
_____ DH-2	_____ SL-2	_____ EO-2
_____ DH-3	_____ SL-3	_____ EO-3

5. ORGANIZAITONAL CAPACITY

Please answer the following questions in the space provided.

A. Provide an overview of you organization including length of time in existence. Attach a list of current officers and board members with terms.

B. Describe your organization’s experience in successfully concluding this type of activity. Identify any skills, current services, or special accomplishments that demonstrate your capacity for success.

C. Identify the person(s) responsible for program and financial management of the activity. Identify all other persons involved in this activity noting whether these positions are current or new, pending the award.

D. Identify any other agencies/partners in this activity and define the roles and responsibilities of these partners.

E. Demonstrate that the proposed activity is economically feasible and can be implemented in a timely cost effective manner within the proposed program year.

F. Oftentimes projects that receive an award of CDBG funding are actually awarded less than the amount originally requested. This requires the submission of a revised budget and a description of how it will carry out the proposed activity with reduced funding prior to the commitment of any funding. Please indicate here whether your proposed activity could be undertaken with a reduced commitment of funding and if so, please highlight how that would affect the scope of services you are proposing.

6. Financial

The City encourages CDBG funds be utilized as gap funding. A gap is defined as the amount of funding necessary to run a program after all other funding sources have been identified, thus leveraging is very important in the application process.

ACTIVITY BUDGET

Please answer the following questions in the space provided. You may reference and attach an additional page if necessary.

- A. Complete the Budget Summary chart. More detailed budgets may be attached (and are strongly recommended) in support of the proposal.
- B. Identify sources of leveraged funding for this activity. Include the status of these funds (i.e. cash on hand, grants received, planned fund-raising, etc.). Attach copies of funding commitment letters or other evidence of funding support.
- C. Leverage – Consideration will be give to the amount of non-CDBG funds committed to the project.

BUDGET SUMMARY

Category Breakdown	CDBG	Leveraged Funds	Source of Leveraged Funds	Total Funds
Personnel*				
Contractual Service (Specify)				
Rent & Utilities				
Communications				
Travel				
Other Specify:				

*NOTE: Please complete Budget Detail Chart on page 13 if personnel costs are included in your proposal.

BUDGET DETAIL

This section provides back-up for each line item shown in the Budget Summary Chart. Please make certain this detailed breakdown is consistent with the Program Budget. Round up to the nearest hundred.

Please note: A job description for each person must be provided.

A Note about the Staff/Salary Breakdown: Please show all proposed staff positions funded with CDBG funds that relate to the proposed activity. If multiple staff members have the same position/title, list separately (For example: Counselor 1, Counselor 2). Use an additional sheet if necessary. **You must submit job descriptions with your application for each position title identified below.**

Position Title	Is this a current or proposed position?	Annual Salary	Annual Fringe Benefits	Total Annual Salary	X	% Time Spent on this CDBG Project/Program	=	Total Position Cost Requested From CDBG
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Example: *Current Case Manager* \$25,000 \$5,000 \$30,000 X 40% = \$12,000

A. THRESHOLD CERTIFICATION

In order for your application to be accepted, in addition to the application itself, your organization must submit the following items to the Office of Public Works and Community Development **no later than 12:00 PM on JULY 5, 2026.**

- An original application **with all questions completed** (including performance evaluation and budgets) along with five copies that are 3-hole punched and clipped (not bound) of the completed application. (Only the original must include the requested support documents such as the articles of incorporation and the current list of your Board of Directors.)

- The following attachments/certifications:
 - Articles of Incorporation
 - Current List of Board of Directors
 - Certified Organization Audit/Financial Statements of most recent year
 - A. Copy of OMB A-133 Audit (Required if \$300,000 in aggregate Federal funds expended), or
 - B. Financial statements audited by a CPA (only if not qualified for A-133), or
 - C. Profit and Loss Statement for most recently completed fiscal year and General Ledger printout (only first time applicants or those who do not meet above criteria may submit)
 - IRS 501 (c) (3) Designation Letter (Pending letters will not be accepted)
 - Current Fiscal Year Agency Budget, including all funding sources
 - Job Descriptions

- An Executed Statement of Applicant Form.

- An Executed Signature Authorization Form.

- Has the Signature Authorization Form been signed by an authorized officer of the Board (President or Secretary) as registered with the Secretary of the Commonwealth, Corporations Division (<http://corp.sec.state.ma.us/corp/corpsearch/corpsearchinput.asp>)

I hereby confirm that this packet contains all materials required.

Signature and Printed Name of Authorized Signer

B. Statement of Applicant

The undersigned acknowledges the following:

1. That, to the best of his or her knowledge and belief, all factual information provided is true and correct and all estimates are reasonable.
2. That no revised proposals/applications may be made in connection with this application once the deadline for applications has passed.
3. That the City of Texarkana Arkansas may request or require changes in the information submitted and may substitute its own figures, which it deems reasonable for any or all figures provided. That the applicant will participate in required interview for project assessment and cooperatively assist in the review process.
4. That, if the project (s) is recommended and approved by the Mayor and City Council, the City reserves the right to reduce and/or cancel the allocation if federal entitlements are canceled, reduced, or rescinded.
5. The City of Texarkana Arkansas reserves the right not to fund any submittals received.
6. By submission of this application, the organization agrees to abide by the federal regulations applicable to this program.
7. That, if the project(s) is funded, the organization agrees to abide by the City's locally established policies and guidelines.
8. That past program and financial performance will be considered in reviewing this application.
9. That, services are to be provided at no cost to citizens during the grant period. All program income (i.e.: fees, repayments, foreclosures, etc.) must be remitted to the City.
10. That, if the project(s) is funded, the City or a designated agency may conduct an accounting system inspection to review internal controls, including procurement and uniform administrative procedures, prior to issuance of payments for projected expenditures.
11. That, if project(s) is funded, the City will perform an environmental review prior to the obligation of funds.
12. That, if a project is funded, a written agreement that includes a statement of work, records retention and reporting, program income procedures, local and federal requirements, circumstances that would trigger grant suspensions and terminations, and reversions of assets would be required between the organization and the City.
13. That a project's funding does not guarantee its continuation in subsequent action plans.
14. Provide written signatory authority from the organization's governing body indicating who can execute contracts and amendments on its behalf.

Statement of Applicant continued on following page.

15. Agrees to abide by the City of Texarkana Arkansas's Conflict of Interest policy. Items of concern would include staff members serving on the Board of Directors, staff member's families serving on the Board of Directors, and other matters that may give the appearance of a conflict of interest.

PENALTY FOR FALSE OR FRAUDULENT STATEMENT

U.S. Code Title 18, Section 1001, provides that a fine of up to \$10,000 or imprisonment for a period not to exceed five years, or both, shall be the penalty for willful misrepresentation and the making of false, fictitious statements, knowing same to be false.

By signature below, the applicant acknowledges the above in its name on this _____ day of _____, 2026

Name of Organization

By: _____
(Signature)

(Title)

C. SIGNATURE AUTHORIZATION FORM

The Board of Directors of _____ does hereby resolve that on _____ (Date), the Board reviewed the Application for Community Development Block Grant Funds to be submitted to the City of Texarkana Arkansas Office of Public Works and Community Development for funding consideration for the fiscal year 2026 and in a proper motion and vote approve this application for submission.

The Board further certifies that the organization making this application has complied with all applicable laws and regulations pertaining to the application and is a non-profit organization, tax-exempt and incorporated in the State of Massachusetts.

_____ (Name of organization requesting CDBG funds) hereby proposes to provide the services or project identified in the Scope of Services in accordance with this application for Community Development Block Grant Funds. If this application is approved and this organization receives CDBG funding from the City of Texarkana Arkansas, this organization agrees to adhere to all relevant Federal, State and local regulations and other assurances as required by the City. Furthermore, as the duly authorized representative of the organization, I certify that the organization is fully capable of fulfilling its obligation under this application as stated herein.

I further certify that this application and the information contained herein are true, correct and complete.

I also authorize the following person(s) to have signatory authority regarding this grant:

Name Title

Name Title

President/Board of Directors (or other authorized person)

Date

PENALTY FOR FALSE OR FRAUDULANT STATEMENT
U.S. Code Title 18, Section 1001, provides that a fine of up to \$10,000 or imprisonment for a period not to exceed five years, or both, shall be the penalty for willful misrepresentation and the making of false, fictitious statements, knowing same to be false.

National Objectives

Section 101(c) of the authorizing statute sets forth the primary objective of the program as the development of viable communities by the provision of decent housing and a suitable living environment and expanding economic opportunities, principally for persons of low- and moderate- income. The statute further states in Section 104(b)(3) that this is to be achieved in the CDBG program by ensuring that each funded activity meets one of three named national objectives. Those three objectives are identified as: Benefiting Low- and Moderate-Income Persons; Preventing or Eliminating Slums or Blight; and Meeting Urgent Needs. The statute also states that each grant recipient must ensure that at least 70 percent of its expenditures over a particular time period must be used for activities qualifying under the first of those national objectives (that of Benefiting Low- and Moderate-Income Persons). This chapter concentrates on what is required for CDBG funded activities to meet each one of these national objectives. As indicated above, the program rules state that in order to be eligible for funding, every CDBG-funded activity must qualify as meeting one of the three national objectives of the program. This requires that each activity, except certain activities carried out under the eligibility categories of Planning and Capacity Building, Program Administration, and Technical Assistance, meet specific tests for either:

- Benefiting low- and moderate-income persons,
- Preventing or eliminating blight, or
- Meeting other community development needs having a particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community, and other financial resources are not available to meet such needs.

An activity that fails to meet one or more of the applicable tests for meeting a national objective is in noncompliance with CDBG rules.

Housing and Community Development Needs and Priorities

Affordable housing and substandard neighborhoods represent the largest problems among housing units. More households live in housing units that are not affordable or hardly livable (substandard). Over thirty-four percent of Texarkana, Arkansas households are very low income, and the percentage increases to fifty seven percent for African-American households. In census tracts 202, 204, 205, and 206.98 the median tract income is extremely low. Since there is an inverse relationship between extremely low income and homeownership, it is not surprising that sixty eight percent of them reside in rental housing. The lower the household income is the greater the need for decent and affordable housing. The conditions have slightly improved in the last few years.

The Public Works Department's overall goals are to improve the quality of housing and the quality of life in residential Texarkana. The PWD objective in 2026 is to accomplish the following:

- Improve LMI neighborhoods through the demolition and clean-up efforts
- Improve the quality of life for residence within the LMI neighborhoods through street, drainage, pedestrian connectivity and park improvements.
- Apply for rehab funds for scattered sites in a designated LMI neighborhood
- Apply for funds to purchase and rehabilitate one a transitional housing unit
- Seek additional funds to be used to benefit households with incomes at or below 80 percent of the median income for the area.

Currently, the city does not have within its jurisdiction (or within the EMSA for HOPWA) (91.215(a)(1)) the basis for assigning a priority (including the relative priority, where required) given to each category of priority needs (91.215(a)(2)). There are two local agencies that do address the specific needs of persons living with HIV/AIDS and their families. These agencies (Special Health Resources, Texarkana, Texas and Area Health Education Center a part of the University of Arkansas Medical Science UAMS) are supported by federal, state and private funding.

Resources will be allocated to maximize the benefits to residents within the targeted areas. Public infrastructure, parks, and public facilities, typically thought of as “the brick and mortar” projects will be exclusively within target neighborhoods. Other expenditures include grant administration cost, public service, housing clearance/demolition, code enforcement and will be targeted towards low to moderate income residents throughout the city. For example, CDBG funds will be utilized to directly assist low income households to achieve homeownership, yet developer projects designed to improve housing stock will be predominately within the target areas. CDBG funds are targeted to meet the identified needs of the eligible populations within the geographic area. For CDBG, the service area is the City of Texarkana, Arkansas. Investments are made in accordance with relative priority and statutory spending caps. CDBG funds are allocated primarily to alleviate the housing cost burden for eligible households. The establishment of priority needs for all funding sources is undertaken with community stakeholders, constituents, and service providers after a complete analysis of relevant data.

Priority Non-Housing Community Development Needs

The City’s priority non-housing community development needs may be grouped into three main categories.

1. **Human Capital:** Invest in residents to enable people at all income levels to lead healthy, productive lives. Offer support to households and build capacity of community-based organizations to better support vulnerable populations. Based on Texarkana’s poverty rate and the severity of unmet needs expressed by residents in the public hearings held in various sections of the city, funding directed toward human-capital related programs and projects will yield significant and positive community outcomes. The three priority areas identified through the Consolidated Planning process are youth services, senior services, and disabled persons. Primary among these three priorities is the need to improve the educational and health outcomes of youth who are living in the proposed area. In this category CDBG and other funds will be directed toward additional programs, including those that serve elderly, single parent families seeking affordable housing, organization and board development and programs for individuals with insufficient or no health insurance coverage. Funding will also be used to improve the efficacy of the outreach conducted and programs implemented by neighborhood groups for low and moderate income persons.
2. **Neighborhoods:** Enhance the quality of life in Texarkana's low and moderate income neighborhoods including, public places, infrastructures, and housing stock. Ensure neighborhoods are good places to live, work and recreate. Funding allocated pursuant to this category will contribute toward the cost of rebuilding parks and recreational areas, the reconstruction of crumbling roads and sidewalks, and the clearance and demolition of dilapidated and blighted structures in low and moderate income neighborhoods. Funds utilized to support programs and projects in this category will also be directed toward additional programs and projects, including housing rehabilitation programs, code enforcement activities and homeownership and lead paint removal assistance programs.

3. Economic Development: Expand economic opportunities, especially employment opportunities, for low and moderate income residents through efforts to attract, retain and expand small businesses in neighborhood business districts and larger commercial and industrial establishments throughout the City. This assistance will be in the form of improvements to the physical conditions of neighborhood commercial districts, the provision of technical assistance to businesses located or seeking to locate in these districts and support for projects that will lead to the creation of jobs for the low and moderate income people residing in these neighborhoods. As part of attraction and retention efforts and the technical assistance provided to growing neighborhood businesses, programming and project goals will be geared toward meeting the needs of residents in low and moderate income neighborhoods who are disproportionately burdened by lack of access to basic businesses and services in their neighborhood commercial districts, including supermarkets, dry-cleaners, full service banks and non-fast food restaurants.

Neighborhood Revitalization Strategy Area

1. Statement of Goals

The City of Texarkana is poised to intensify efforts to fundamentally change its urban neighborhoods that are located within the proposed Neighborhood Revitalization Strategy Area (NRSA). These communities are home to some of the City's poorest residents and have a wealth of ethnic diversity. The residents, businesses owners, and key stakeholders within the NRSA are dynamic, diverse, and eager for positive change and new investment.

The following four goals encompass our collective global vision for the NRSA. These goals are the result of a series of public meetings, interaction with key stakeholders in the neighborhoods and from ongoing efforts focused on meeting with neighborhood councils and civic associations to better understand the needs of residents. These CDBG sub-recipients are the primary source of consultation with NRSA residents. Typically these organizations conduct public meetings at least once a month to address neighborhood concerns and ongoing neighborhood initiatives. All of these organizations have dedicated staff that work daily with their respective communities to better understand and address their concerns with the full support of the City behind them.

Additionally, staff attends numerous neighborhood meetings in addition to scheduling meetings with various councils and concerned NRSA residents surrounding particular issues. This ongoing process allows the City to better understand and build consensus around specific needs and priorities of NRSA residents. Typically other city departments are also invited to join in the discussion to share their expertise and resources to address neighborhood needs. This ongoing dialog and the resulting activities serve as the foundation upon which we are revitalizing our NRSA neighborhoods.

In addition to our efforts to promote ongoing interaction and communication with NRSA neighborhoods the City of Texarkana sponsors four community input meetings annually. These meetings were held in various locations throughout the city in the summer of 2007. Residents were encouraged to attend and share their concerns with city officials. Further, the City is actively working with neighborhood organizations to build mutually beneficial partnerships between neighborhood organizations and key stakeholders and businesses

in each community. Through these partnerships the city is able to leverage support to neighborhood organizations with investment from the private sector. Fostering the understanding that public dollars alone cannot bring about substantial and sustainable change is paramount to the success of the NRSA.

NRSA GOALS

1. Build capacity within existing community-based organizations so that they can better support NRSA households and serve as the catalyst for change.
2. Improve neighborhood infrastructure, housing stock and the overall aesthetics of neighborhoods to bring back civic pride and encourage private investment.
3. Engage all NRSA Neighborhood stakeholders and the governing body of our city to form a partnership to make our neighborhoods a better place to live, work and recreate.
4. Foster neighborhood economic development to promote meaningful job creation for NRSA residents. While the finances of Texarkana have necessitated the need for a state financial control board, this creates a unique opportunity to establish new partnerships to substantially improve the City's neighborhoods. With far-reaching assistance from various sources including HUD and the HCD Department, the ability to make significant and sustainable neighborhood improvements that will benefit residents and improve the quality of life in the proposed NRSA is highly feasible.

The City of Texarkana established the following additional criteria to determine what neighborhoods and neighborhood sections should be included in the NRSA:

- Neighborhoods or neighborhood sections where the minority population is higher than 51% of all neighborhood residents;
- Neighborhoods with active neighborhood groups, and key stakeholders where the successful implementation of the NRSA plan is likely.

NRSA Action Plan

The strategy to focus on four global goals for the Neighborhood Revitalization Strategy plan includes addressing the following needs with corresponding objectives. The success of the NRSA will be measured against achieving the critical outcomes that are shown in the attached logic plans.

Goal 1: Build capacity within existing community-based organizations so that they can serve as the catalyst for neighborhood renewal and better support the needs of NRSA households.

Problem/Need Objectives

1. The needs of NRSA households require a coordinated, community based approach. Identify and implement successful community-based service models to meet the health needs of NRSA residents.
2. Neighborhood organizations are lacking the needed human and capital resources to effectively address quality of life and revitalization issues. Provide technical assistance and build capacity in organizations throughout the NRSA.

3. Neighborhood businesses and key stakeholders are not fully engaged in neighborhood revitalization activities. Create processes and tools to better facilitate communication between NRSA residents, neighborhood businesses, and key stakeholders.

Goal 2. Improve neighborhood infrastructure, housing stock and the overall aesthetics of neighborhoods to bring back civic pride and encourage private investment.

Problem/Need Objectives

1. Negative quality of life issues are affecting the desirability and corresponding marketability of Texarkana's urban neighborhoods. Address graffiti, adverse neighborhood businesses, zoning, code violations and related crime.
2. NRSA neighborhoods have a disproportionate percentage of vacant blighted properties and marginal housing stock. To redevelop vacant properties and rehabilitate marginal stock.
3. Public infrastructure (streets, sidewalks, lighting, schools) within the NRSA is in need of significant repair. Improve the quality of public infrastructure.

Goal 3. Engage all NRSA Neighborhood stakeholders and the governing body of our city to form a partnership to make our neighborhoods a better place to live, work and recreate.

Problem/Need Objectives

1. Lack of educational attainment and vocational training limit employment opportunities for NRSA residents. Expand non-traditional education and employment training opportunities.
2. NRSA residents have a high reliance on public transportation and youth need a breadth of recreational opportunities within NRSA. Invest in parks, and recreational and youth programming within NRSA.
3. Loss of stable, quality housing units in NRSA. Expand affordable housing units, homeownership, and rentals to provide quality housing.
4. Foster neighborhood economic development to promote meaningful job creation for NRSA residents.

Problem/Need Objectives

1. High rates of unemployment in NRSA neighborhoods result from the lack educational attainment and vocational training. Expand non-traditional education and employment training opportunities that target local economic job growth opportunities.
2. NRSA neighborhoods economic development activities do not specifically target local residents for employment opportunities. Engage key stakeholders and NRSA neighborhood businesses to invest in neighborhoods by promoting the hiring of local residents.
3. Loss of employment opportunities in NRSA neighborhoods are the result of not attracting consumers from beyond NRSA neighborhoods to patronize NRSA neighborhood businesses. Expand efforts to market local businesses by addressing negative influences in NRSA neighborhood commercial districts such as graffiti, crime, and code violations.

For each of the goals, the City will identify measurable outcomes within the Annual Action Plan. The City's intention is to utilize HUD's Logic model format to detail strategies, outputs, outcomes and consistency with HUD policies and priorities.