



CITY OF

# Marshall

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June 7, 2010

Ms. Linda R. Charest  
Base Realignment and Closure Coordinator  
Office of Special Needs Assistance Programs, Room #7266  
U.S. Department of Housing and Urban Development  
451 7<sup>th</sup> Street SW  
Washington, D.C. 20410

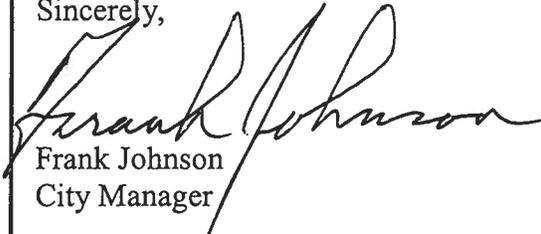
Dear Ms. Charest:

Enclosed is the additional information you requested regarding the City of Marshall's application for re-use of the U.S. Army Reserve Center at 1209 East Pincrest in Marshall, Texas. This information is in response to your email of January 27, 2010 in which you forwarded your original comments from a previous email dated January 15, 2008.

The enclosure contains the Homeless Assistance Submission and the Summary of Public Comments for the City of Marshall's application. The comments in your January 15, 2008 email are addressed in these sections. Included at the end of the enclosure is an additional section in which it is requested that the property be conveyed via a negotiated sale. Please add these sections to the Redevelopment Plan that was submitted previously.

Thank you for your assistance. Please contact me if you have questions or if additional information is needed.

Sincerely,



Frank Johnson  
City Manager

enc

cc: Jason Sweat

**Marshall, Texas Local Redevelopment Authority  
Plan for Re-use of the U.S. Army Reserve Center  
At 1209 East Pinecrest in Marshall, Texas**

**Homeless Assistance Submission**

**Section 1. Information about Homelessness**

The Marshall, Texas Local Redevelopment Authority consists of only one political jurisdiction. That jurisdiction is the City of Marshall, Texas.

Information from the City of Marshall's Consolidated Plan, which includes Table 1A, Table 2A, and Table 2B, is shown on the following pages along with the narrative from the City of Marshall's Consolidated Plan that accompanies these tables. This information provides a description of the unmet need in the continuum of care system available to Marshall residents. It also provides information on gaps in the continuum of care for particular subpopulations.

### 6.9 Homeless Housing Inventory

There are no emergency, transitional, or permanent housing units or facilities located in the City of Marshall to house the homeless. Faith-based organizations provide emergency and temporary assistance, but this is on a limited basis. There are a variety of organizations in nearby cities that provide temporary housing for homeless persons and families. Each facility is distinguished by the specific population-type of resident for eligibility (i.e., family, individual, children, battered women, etc.).

There are currently no organizations in the city targeting their services toward persons leaving mental/physical health facilities (homeless and non-homeless), although most of the shelter providers do make their services available for this population as needed. Providers also indicated that this population often require even more extensive case management and supportive services, since they typically continue to have increased medical and health needs, as well as employment and transportation issues.

Organization/ Program	Type of Homeless Housing	Other Services Provided	Subpopulations Served *	# of Units	# Served Annually (Unduplicated)
<b>HOMELESS PROVIDERS</b>					
<b>Highway 80 Rescue Mission</b> (Longview)  <i>Hope Haven Home for Women</i>	<ul style="list-style-type: none"> <li>Emergency Shelter</li> </ul>	<ul style="list-style-type: none"> <li>Homeless Prevention</li> <li>Shelter and Food</li> <li>Crisis Intervention</li> </ul>	<ul style="list-style-type: none"> <li>Victims of Domestic Violence</li> <li>Women and Children</li> </ul>	14 beds	120
<b>Highway 80 Rescue Mission</b> (Longview)  <i>Emergency Shelter for Men</i>	<ul style="list-style-type: none"> <li>Emergency Shelter</li> </ul>	<ul style="list-style-type: none"> <li>Homeless Prevention</li> <li>Shelter and Food</li> <li>Crisis Intervention</li> </ul>	<ul style="list-style-type: none"> <li>Adult Males</li> <li>Independent juveniles</li> </ul>	80+ beds	1500+
<b>Salvation Army</b> (Longview)	<ul style="list-style-type: none"> <li>Emergency Shelter</li> </ul>	<ul style="list-style-type: none"> <li>Homeless Prevention</li> <li>Shelter and Food</li> <li>Counseling</li> <li>Referrals</li> <li>Transportation</li> </ul>	All	32 beds- Males 12 beds- Women 4 families	1500  20 individuals and 2 families from Marshall
<b>Women's Center of East Texas</b> (Longview)	<ul style="list-style-type: none"> <li>Emergency Shelter</li> </ul>	<ul style="list-style-type: none"> <li>Homeless Prevention</li> <li>Shelter and Food</li> <li>Counseling</li> <li>Referrals</li> <li>Transportation vouchers</li> <li>Case Management</li> </ul>	<ul style="list-style-type: none"> <li>Victims of Domestic Violence or Sexual Assault</li> <li>Women and Children</li> </ul>	26 beds	200
<b>The Crisis Center</b> (Kilgore - shelter Marshall- Outreach)	<ul style="list-style-type: none"> <li>Emergency Shelter</li> <li>Transitional Housing</li> </ul>	<ul style="list-style-type: none"> <li>Homeless Prevention</li> <li>Shelter and Food</li> <li>Counseling</li> <li>Referrals</li> <li>Transportation</li> <li>Case Management</li> <li>Job Training</li> </ul>	<ul style="list-style-type: none"> <li>Victims of Domestic Violence</li> <li>Women and Children</li> </ul>	23 beds	XXX
<b>House of Hope</b> (Longview)	<ul style="list-style-type: none"> <li>Emergency Shelter</li> <li>Transitional Housing</li> </ul>	<ul style="list-style-type: none"> <li>Homeless Prevention</li> <li>Shelter, Food, &amp; Clothing</li> <li>Counseling</li> <li>Referrals</li> </ul>	<ul style="list-style-type: none"> <li>Homeless Women and Children</li> </ul>	42 beds	2,500

Organization/ Program	Type of Homeless Housing	Other Services Provided	Subpopulations Served *	# of Units	# Served Annually (Unduplicated)
<b>HOMELESS PROVIDERS</b>					
Highway 80 Rescue Mission (Longview)	• Transitional Housing	<ul style="list-style-type: none"> <li>• Homeless Prevention</li> <li>• Shelter and Food</li> <li>• Counseling</li> <li>• Referrals</li> <li>• Transportation</li> <li>• Case Management</li> <li>• Job Training</li> <li>• Work Therapy</li> <li>• Medical Clinic</li> </ul>	<ul style="list-style-type: none"> <li>• Victims of Domestic Violence</li> <li>• Women and Children</li> <li>• Substance abusers</li> </ul>	34 beds	80
<i>New Creations for Women</i>					
Highway 80 Rescue Mission (Longview)	• Transitional Housing	<ul style="list-style-type: none"> <li>• Homeless Prevention</li> <li>• Shelter and Food</li> <li>• Counseling</li> <li>• Referrals</li> <li>• Transportation</li> <li>• Case Management</li> <li>• Job Training</li> <li>• Work Therapy</li> <li>• Medical Clinic</li> </ul>	<ul style="list-style-type: none"> <li>• Adult Males</li> <li>• Independent juveniles</li> <li>• Substance abusers</li> </ul>	40+ beds	75
<i>New Creations for Men</i>					
Community Health Core - Fredonia Place (Longview)	• Transitional housing	• 2-year intensive care program	<ul style="list-style-type: none"> <li>• Chronically mentally ill</li> <li>• Dual Diagnosed</li> </ul>	9	40
East Texas Open Door, Inc - Residential Treatment Center	• Temporary Housing	<ul style="list-style-type: none"> <li>• Intensive therapy</li> <li>• Counseling</li> </ul>	<ul style="list-style-type: none"> <li>• Girls age 8-18 referred from juvenile court system, substance abuse</li> </ul>	28 beds	40
East Texas Open Door, Inc - General Residential Center	• Temporary Housing	<ul style="list-style-type: none"> <li>• Counseling</li> <li>• Case Management</li> </ul>	<ul style="list-style-type: none"> <li>• Girls 8-18 needing temporary assistance with shelter and support</li> </ul>	16 beds	30
<p><i>Services are also available and provided through organizations located in Shreveport, Louisiana, including the Salvation Army and Veterans Administration; however, specific information regarding the actual numbers was not available.</i></p>					

**6.10 Special Needs Housing Inventory (Elderly, Frail Elderly, Persons with Disabilities, Persons with Alcohol/Drug Addictions, Persons with AIDS)**

Organization or Service	Type of Housing Assistance	Other Services	Target Population	# of Units	# Served Annually
<b><i>Elderly and Frail Elderly, Persons with Disabilities</i></b>					
Pegues Place (Longview)	• Transitional Housing/Group Home	Case management, food, clothing, transportation, health care, counseling	<ul style="list-style-type: none"> <li>• Chronically mentally ill</li> <li>• Dual Diagnosis</li> </ul>	6 beds	10 (1 from Marshall)
Community Health Core - Fredonia Place (Longview)	• Transitional housing	• 2-year intensive care program	<ul style="list-style-type: none"> <li>• Chronically mentally ill</li> <li>• Dual Diagnosed</li> </ul>	9	40
Casee House	• Transitional Housing (Group Home)	Case management	100% elderly or disabled	12	15
Oakwood House	• Assisted Living - Private pay	Case management	100% elderly or disabled	42	22

<b>Reunion Inn Assisted Living</b>	• Assisted Living - Private pay and Medicaid (6 rooms)	Case management	100% elderly or disabled	38	50
<b>Cypress Manor</b>	• Permanent Supported	Case management, food, clothing, transportation, health care, counseling	• Chronically mentally ill • Dual Diagnosis	15	17
<b>Marshall Housing Authority – Oakleaf Village</b>	• Permanent – Independent Living	Socialization	100% elderly or disabled < 50% AMI	50 units	60
<b>Community Care Center of Marshall</b>	• Permanent Supported	Skilled nursing care and rehabilitation	100% elderly, frail elderly, or disabled	115 beds	Not Available
<b>Good Shepherd Medical Center</b>	• Permanent Supported	Skilled nursing care and rehabilitation	100% elderly, frail elderly, or disabled	10 beds	Not Available
<b>Marshall Manor Nursing &amp; Rehabilitation Center</b>	• Permanent Supported	Skilled nursing care and rehabilitation	100% elderly, frail elderly, or disabled	179 beds	Not Available
<b>Heritage House of Marshall</b>	• Permanent Supported	Skilled nursing care and rehabilitation	100% elderly, frail elderly, or disabled	125 beds	Not Available
<b>Persons with Alcohol/Drug Addictions</b>					
<b>Oak Haven Recovery Center</b>	• Residential short-term treatment (<30 days)	Inpatient - Intensive detox	Adults	16	1200
<b>Twelve Way Foundation</b>	• Temporary Housing	Job Placement, transportation, recovery mentoring, meals, clothing, personal encouragement	Adult Males	XXXX	XXXX
<b>Kirkpatrick Family Center</b>	• Temporary Housing	90-day Inpatient intensive therapy program	Substance abuses Women and children	8	100
<b>Highway 80 Rescue Mission</b>	• Residential Long Term Recovery Program	Life skills, Recovery skills, Discipleship skills	Adult Males	40	80
<b>Choices Adolescent Treatment Center</b>	• Residential long-term treatment facility	Outpatient, partial hospitalization/day treatment	Males age 13-17 years	40	75
<b>Persons with AIDS/HIV</b>					
<b>Special Health Resources of East Tx (SHRET) (Longview) 903-234-8808</b>	Shelter-Plus Grant	XXXX	HIV-AIDS	XXXX	XXXX
<b>Wellness Pointe (Longview)</b>	Shelter-Plus Grant	XXXX	Women in Transition	XXXX	XXXX
There are no special housing facilities in Marshall for persons with HIV or AIDS. Rental assistance is available through the various subsidized housing programs, but no data is available as to the actual number of persons with HIV or AIDS that reside in Marshall with subsidized housing assistance.					

## 6.11 Supportive Services for Homeless and Special Needs Populations

For a listing of the numerous and various health and human services, programs, organizations, and agencies that provide assistance to Homeless and Special Needs populations, please refer to the additional information contained in *Institutional Structure, Section IV* and the *Continuum of Care, Section VII*.

## 6.12 Barriers to Affordable Housing

The Fair Housing Act of 1968, as amended in 1974 and 1988, prohibits housing discrimination on the basis of *race, color, sex, age, religion, national origin, handicap, and familial status*. The U.S. Department of Housing and Urban Development has served an instrumental role in ensuring compliance with the Act, in addition to encouraging local jurisdictions to adopt local strategies

and action plans to alleviate identified barriers to the accessibility of housing choice. Jurisdictions receiving federal funding are required to complete an “Analysis of Impediments” to identify impediments or barriers to fair housing choice. Impediments are defined as “any actions, omissions, or decisions taken or which have the effect of restricting housing choices or the availability of housing choices because of race, color, religion, sex, disability, familial status, or national origin.” An Analysis of Impediments (AI) is a comprehensive review of a jurisdiction’s laws, regulations, administrative policies, procedures, and practices. It requires an assessment of how those laws, etc., affect the location, availability, and accessibility of housing; and an assessment of public and private conditions affecting fair housing choice. Jurisdictions are recommended to conduct or update their AIs at least once every three to five years (consistent with the Consolidated Plan cycle) and also to review and revise as needed annually with their One-Year Annual Plans. The AI is also made available for public review and comment.

The City of Marshall conducted an analysis of impediments to housing choice during the development of the 2010-2014 Five-Year Consolidated Plan. The issue was also addressed in the 2010 Annual Action Plan.

It is the Affirmative Marketing Goal of the City of Marshall to ensure that organizations and individuals who normally might not apply for grants or for assistance because of their race, color, religion, sex, handicap or familial status know about the availability of assistance and have the opportunity to apply. Public notices are placed in the local newspaper, public service announcements are advertised through the local television stations, signs are posted in public places, and public hearings are held to inform the general public when funds are available and what projects will be funded. Additionally, the City notifies local community organizations regarding the occurrence of public hearings and meetings.

#### **6.12.A. Review of Public and Private Sector Policies and Practices**

In the development of this plan, governmental entities were contacted to indicate public policies that might add to the cost or deter the development of affordable housing activities within their jurisdictions. The overwhelming response was support of the development of affordable housing programs and any other services that would assist the community and local residents, especially the elderly and low income.

The purpose of development regulations is to protect the health, safety, and welfare of the community. In determining strategies for reducing housing affordability and accessibility conflicts, an effective balance must be established between protecting other societal and environmental goals, while achieving housing affordability. This can result in a real challenge for municipalities.

The following issues listed below were reviewed, *with an analysis indicating no significant barriers to affordable housing were found to exist in the available public policies, however, information provided below indicates a need for a review of development processes and costs. Instead, the single most influential factor in the incidence and price of new housing development appears to be market-driven. As determined by the City Council in the annual budget and planning process, the City can influence this factor through continuing an active program for homebuyers assistance that provides financial assistance for Downpayment and closing costs.*

There are no public policies that limit or affect the return on residential investments. However, although there does not appear to be any overt public policy barriers to affordable housing,

regular reviews of taxes, fees, building codes, and zoning regulations continue to be necessary to ensure that unanticipated barriers do not develop. Additionally, a regular Analysis of Impediments is necessary to gauge what impact any future changes might have on accessibility to housing.

**6.12.A.1. Public Sector**

a. Zoning and Site Selection: There are no restrictive policies regarding zoning, site use, minimum lot size, minimum square footage, setback requirements, or other related zoning issues in the areas of the city most likely to receive federal funding assistance. The City has made adjustments to allow for smaller-sized lots in order to facilitate new infill housing. There are subdivisions within the City that do contain restrictions (minimum square footage, minimum lot sizes, etc.) that would be cost prohibitive to the development of affordable housing, however the most obvious barrier to affordable housing in these areas is the market rate of the lot acquisition, an issue that is beyond the control of public policy makers.

b. Fair Housing Ordinance and Informational Programs: Entities within the City typically respond to any complaint by referring the individual to the U.S. Department of Housing and Urban Development – Fair Housing. The City has adopted goals within this Consolidated Plan to further Fair Housing information and will ensure that community leaders receive information and are educated regarding referral of fair housing issues to the proper site for assistance.

The City of Marshall is dedicated to ensuring the provision of services and programs, which prohibit discrimination in the sale or rental of housing, and discrimination in the provision of brokerage services. The City is committed to ensuring the implementation of appropriate procedures regarding complaints, investigation, cumulative legal effect, unlawful intimidation, education and public information and penalty. The City is not under any court order or decree regarding Fair Housing. The City does not have a rental control ordinance.

Properties throughout the City will be considered eligible for the City's programs. It is the intention of the City to provide housing opportunities outside of low-income neighborhoods in an effort to provide maximum ownership opportunities and to encourage mixed-income and integrated neighborhoods.

Information regarding programs will be made available to the public through the use of public hearings and ads in the classified section of local newspapers and on the City of Marshall's website at [www.marshallpubliclibrary.org](http://www.marshallpubliclibrary.org). Press releases will be given to the local papers. Information and applications will be provided to local agencies that deal with low-moderate income people including the Marshall Housing Authority Housing Choice Voucher Program and other HUD rental assistance programs. Local churches and community organizations in low-income areas will be contacted regarding distributing information and city staff will be available to speak to organizations or groups of interested individuals.

c. PHA and Other Assisted/Insured Housing Provider Tenant Selection Procedures; Housing Choices for Voucher Holders: Marshall Housing Authority operates the waiting list for public housing assistance on a time and date of application basis. The waiting period for their complexes range from 6-8 months for Oakleaf Village to 12-14 months for the Section 8 Housing Choice Voucher Program and the Poplar Apartments. Waiting lists for all programs remain open.

d. Property Tax Policies: The Harrison County Appraisal District is governed by Texas Appraisal Laws. The state requirement is to appraise taxable properties at least once every three years, however, Harrison County elects to conduct a general physical reappraisal of one-third of the county's taxable property every year. The review consists of appraisers walking in front of each home, taking pictures, and noting condition of the improvement and looking for changes that might have occurred since the last on-site check. Homes are examined annually in some subdivisions where change of condition is frequent. Every subdivision is statistically analyzed annually to insure that sales that have occurred in the subdivision during the previous 12 months are within a +/-3% range of appraised value. If the sales do not indicate that range, adjustments are made to the subdivision using an approved policy. The appraisal opinion of value for all property is reviewed and evaluated yearly. All appraisals can be appealed and must follow the Fair Housing Law.

In a 2009 review of 623 small, mid-size, and large Texas cities conducted by the Texas Municipal League, Marshall ranked #291 in the Gross Tax Rate, with a tax rate of .476040. In comparison, the highest tax rate in the survey was \$1.29 per \$100 valuation. The City also ranked #111 with a total net taxable base of \$941,928,201, while ranking #82 in population size.

The City's tax rate remained consistent at .49455 from 2000-2006, and then was decreased by about 3.5% to .47604. The City's exemption for disabled persons is \$12,500, with the remainder of Harrison County being at \$10,000. Exemptions for Veterans are based on percentage of disability, ranging from \$5,000 off Assessed Value for up to 30% disability to 100% of Homestead Value for 100% disability. In 2000, Marshall's real estate property taxes averaged \$541 (about 9%), compared to the Texas amount of \$1,393 (1.8%).

e. Building Code Requirements, Impact and Other Fees, and Land Use Controls:

Any federally funded housing development must comply with state and federal guidelines regarding construction requirements in addition to the locally adopted building codes. Currently, all construction within the City must comply with the City's currently adopted editions and supplements of the International Code Council's International Residential Codes and the locally adopted amendments to these codes, including:

- International Building Code
- International Residential Code
- International Fuel Gas Code
- International Mechanical Code
- International Plumbing Code Electrical Code
- Texas Accessibility Code
- Texas Residential Energy Code

These codes are commonly used by municipalities of similar size to Marshall. A review of the local amendments does not reveal any obvious issues that would discourage the development of affordable housing.

Marshall's sales tax is 8.25%. That includes:

- 6.25% for the State of Texas
- 1% for the City of Marshall general fund
- 1% for Harrison County

Cities often identify special districts to maintain and preserve historically and architecturally significant structures. Regulations governing the preservation of historic buildings within a district could possibly have a negative effect with regards to affordable housing. This may come

in the form of delays due to the State's review process and to the added material and construction costs involved in restoring a structure to its original appearance. Marshall does have some scattered historic preservation sites or structures located throughout the City. However, it would not be expected that the presence of these areas would affect significantly the development of affordable housing.

The City may consider, on a project-by-project basis, the waiver of certain fees associated with the development of affordable housing projects or activities.

In a 2009 review conducted by the Texas Municipal League of 12 Texas cities with populations between 20,001 and 50,000 that provide water services for residents Marshall's average fee for residential water usage was \$2.72 below the average for 5,000 gallon usage and only .36 cents above average for 10,000 gallon usage. When compared to 659 mid-size and large Texas cities, Marshall's average was \$4.24 below average for 5,000 gallons and \$1.68 below average for 10,000 gallons.

This same report indicates that Marshall's average wastewater fees rated \$5.94 above average for 5,000 gallon usage and \$18.15 above average for 10,000 gallon usage when compared to 638 mid-size and large cities. When compared to 12 cities of similar population size, Marshall's average cost for 5,000 gallons was \$2.13 above the average and \$8.88 above average for 10,000 gallons of usage.

f. Environmental Problems: The annual environmental review process conducted by the City for the use of federal funds does not indicate any severe or unusual environmental issues that regularly affect the ability to develop affordable housing. However, recent increases imposed by federal regulatory agencies in the level of environmental review required for larger housing developments may increase the pre-development costs needed to determine project feasibility for the for-profit developers.

#### **6.12.A.2. Private Sector**

a. Lending Policies and Practices: The Community Reinvestment Act, enacted in 1977, is intended to encourage depository institutions to help meet the credit needs of the communities in which they operate, including low and moderate income neighborhoods. The CRA requires that an evaluation be periodically completed on each institution. Rating levels include *Outstanding*, *Satisfactory*, *Needs to Improve*, and *Substantial Noncompliance*. There are separate systems for evaluating banks based on their amount of assets (small banks, large banks, etc.). Banks are evaluated based on five factors:

- Loan-to-deposit ratios
- Percentage of loans made within a bank's lending territory (called assessment areas)
- Geographic distribution of a bank's loans
- Distribution of a bank's loans among borrowers with different income levels and businesses of different sizes
- Records of response to written complaints about its CRA performance

A quick review of local lenders indicated Satisfactory CRA ratings.

The CRA has prompted local lenders in the region to implement affordable housing programs, with the result that these programs have increased the percentage of low-income and minority households qualifying for loans. Many of the local financial institutions are partnering with

other non-profit organizations to provide assistance to first-time homebuyers. The City anticipates that as their efforts to increase homeownership continue to expand that many more beneficial partnerships will be developed with local lenders.

b. Households seeking rental assistance through the Housing Choice Voucher program report an on-going difficulty finding units to rent within the approved Fair Market Rent limit. It appears that the most limiting factor is the very low income of the families applying for assistance, leading to a hardship in being able to pay more than 30% of their monthly income for units that lease above the FMR. Of special significance is the lack of affordable units that will meet HUD's Housing Quality Standards. Hardship with locating suitable housing is a problem reported nationally by PHAs and is considered by most to be the result of several factors, including Fair Market Rents below local market rate rents, dissatisfied Section 8 landlords, lack of funds for tenant damages, and lack of affordable housing units in these areas.

## **Section B - Summary Conclusions, Tables, and Rationale for Funding Priorities**

### **6.13 Definitions**

For the purpose of this Consolidated Plan, the City is defining units in “**standard condition**” as being dwelling units that meet the minimum health and safety codes as established for the CDBG and HOME Program by the U.S. Department of Housing and Urban Development, and also that meet the minimum housing and construction codes adopted by the City.

Units that are “**substandard condition but suitable for rehabilitation**” are defined as dwelling units that for all required repairs and renovations, rehabilitation costs shall not exceed 75% of the replacement cost of the structure after rehabilitation.

**Demolition and Clearance** funds would be eligible for **structures** that are in deteriorated condition, pose a health and safety threat to residents, and are not suitable for human habitation, as determined and documented by staff or other professionals knowledgeable and trained in construction standards and specifications.

### **6.14 Anticipated Housing Need Summary**

Information from this Housing Market Analysis has been combined with data obtained from input focus and citizen groups to develop Priority Needs related to Housing Tenure, Income Level, and Special Needs. Rankings of High, Medium, and Low were assigned to illustrate relative need (as required by HUD) and will be utilized to evaluate the local allocation of available resources.

Additionally, for the purpose of this document, *“a disproportionately greater need exists when the percentage of persons in a category of need who are members of a particular racial or ethnic group is 10 percentage points higher than the percentage of persons in the category city-wide.”*

The following types of housing needs are indicated after an analysis of the housing market data and the households that are cost-burdened, severely cost-burdened, living in overcrowded housing, or living in substandard housing:

- Rental subsidies to increase affordability and accessibility for cost burdened and overcrowded households
- Demolition of vacant dilapidated structures to encourage the re-development of declining areas of the city
- Code enforcement to encourage the re-development of declining areas of the city
- Increased new development of affordable single-family units for renter and homebuyer households
- Gradual new development of affordable multi-family rental units
- Increased new development & rehabilitation of smaller 2-3 bedroom affordable housing
- Rental and homebuyer subsidies to decrease the need for doubling-up of households
- Rehabilitation and reconstruction assistance for owner occupied housing
- New development of accessible housing for elderly and disabled households
- Homebuyers assistance to increase affordability and purchasing power for low income homebuyers

It is a challenging task to analyze and compare the City’s housing need across race, four types of renter households, two types of owner households, and total households. However, from

reviewing the only available data, the 2000 Census CHAS Databook tables, it appears that *(the percentage in parentheses notes the percentage of that population reporting a housing problem)*:

### Renter Households Reporting Housing Problems

Race	< 30% (Extremely Low)		>30-50% (Very Low Income)		>50-80% (Low Income)		> 80%		Total by Race	
	Elderly	Other HHolds	Elderly	Other HHolds	Elderly	Other HHolds	Elderly	Other HHolds	Elderly	Other HHold
<b>White</b>	45 (67%)	160 (73%)	65 (39%)	160 (79%)	100 (40%)	175 (27%)	50 (30%)	485 (6%)	260 (42%)	975 (32%)
<b>Black</b>	60 (25%)	535 (69%)	35 (43%)	220 (56%)	35 (0%)	290 (23%)	25 (0%)	360 (24%)	155 (19%)	1405 (43%)
<b>Hispanic</b>	0	48 (91%)	0	10 (100%)	0	19 (100%)	0	90 (32%)	0	167 (45%)
<b>Total *</b>	<b>108</b> (44%)	<b>746</b> (69%)	<b>108</b> (35%)	<b>394</b> (71%)	<b>138</b> (32%)	<b>493</b> (23%)	<b>79</b> (18%)	<b>954</b> (16%)	<b>433</b> (33%)	<b>2587</b> (42%)

\* Total will not total per column since not all races are included in this table

### Owner Households Reporting Housing Problems

Race	< 30% (Extremely Low)		>30-50% (Very Low Income)		>50-80% (Low Income)		> 80%		Total by Race	
	Elderly	Other HHolds	Elderly	Other HHolds	Elderly	Other HHolds	Elderly	Other HHolds	Elderly	Other HHolds
<b>White</b>	145 (76%)	125 (62%)	245 (39%)	150 (56%)	180 (11%)	290 (48%)	795 (2%)	1730 (65)	1365 (18%)	2295 (19%)
<b>Black</b>	190 (63%)	195 (79%)	120 (13%)	99 (45%)	95 (16%)	235 (28%)	139 (3%)	655 (15%)	544 (28%)	1184 (34%)
<b>Hispanic</b>	0	25 (60%)	0	50 (80%)	20	0	10	113 (46%)	30	188 (53%)
<b>Total *</b>	<b>338</b> (69%)	<b>331</b> (65%)	<b>379</b> (29%)	<b>318</b> (58%)	<b>299</b> (13%)	<b>511</b> (39%)	<b>964</b> (4%)	<b>2540</b> (16%)	<b>1980</b> (21%)	<b>3700</b> (29%)

\* Total will not total per column since not all races are included in this table

- For Rental households with incomes less than 80%, 23% reported housing problems
- For Owner households with incomes less than 80%, 39% reported housing problems
- Extremely low income renter and owner households across all races (those with incomes less than 30% of the area's median income) report the highest percentage of households with problems
- For Elderly Renter and Owner households, no Hispanics reported housing problems
- 79% of White Non-Elderly households report problems, compared to 56% Black and 100% of Hispanic households
- 32% of all White households, 43% of Black households, 45% of Hispanic households report housing problems
- There are 354 low income Elderly Renter households and 37% reported housing difficulties
- For Elderly Renters with incomes below 30%, 42% are White and 56% are Black
- For Non-Elderly Renters with incomes below 30%, 21% are White, 72% are Black, and 6% are Hispanic
- For Owners with incomes below 30%, 43% are White, 56% are Black, and 0% are Hispanic
- For all Non-Elderly Owner households, 19% of White households, 34% of Black households, and 53% of Hispanic households report housing problems
- For Non-Elderly Owners with incomes 30-50%, 56% of White, 45% of Black, and 80% of Hispanic households report housing problems

Also considered is data from the 2000 Census, the 2008 American Community Survey, and surveys of local subsidized housing programs:

- There are no subsidized housing units in the City specified for homeless families or individuals. Eligible households can apply and obtain Housing Choice Voucher assistance through the Marshall Housing Authority. The waiting period is generally estimated to be around 12-14 months due to lack of adequate funding. There are complexes that are specified for elderly, low-income and disabled tenants, as described above.

The 2008 American Community Survey indicated:

- 66% of households were family households
- 19% of households were female-headed
- 35% of all households had children < age 18
- 29% of households had a member > 65 years
- 17% of households had annual incomes bt. 0-30% of median
- 13% of households had annual incomes bt. 30 and 50% of median
- 16% of households had annual incomes bt. 50 and 80% of median
- A total of 46% of households had annual income below 80% of median
- 23% of families are below poverty level
- 24% of the population was below poverty level
- 40% of children and 58% of female-headed households lived in poverty
- 14% of elderly lived in poverty
- 12% (1016) of households had incomes <\$10,000
- 38% had incomes below \$25,000
- The median age was 30.5 years
- 78% of the City's population live in single-family dwellings
- 84% of the housing was built prior to 1980
- 62.5% of the City's housing was occupied by homeowners
- The median gross rent in 2008 was \$557
- The median mortgage was \$904
- 58% of the population was white, 37% was black, and 15% was Hispanic
- 20% did not graduate from high school
- 18% graduated from college

### 6.15 Table 2A - Priority Needs Summary Table

The following HUD required table summarizes the City's priority need levels based on household type and size, the unmet need per each category, and the proposed goals for the 5-year period 2010-2014.

PRIORITY HOUSING NEEDS (households)		Priority Need Level		Unmet Need	Goals
<b>Renter</b>	<i>Small Related</i>	0-30%	High	353	
		31-50%	High	139	
		51-80%	Medium	28	
	<i>Large Related</i>	0-30%	High	74	
		31-50%	High	60	
		51-80%	Medium	10	
	<i>Elderly</i>	0-30%	High	353	
		31-50%	High	139	
		51-80%	Medium	58	
	<i>All Other</i>	0-30%	Medium	109	
		31-50%	Low	75	
		51-80%	Low	45	
<b>TOTAL RENTERS</b>				<b>1443</b>	
<b>Owner</b>		0-30%	High	475	10
		31-50%	High	314	
		51-80%	High	194	
<b>TOTAL OWNERS</b>				<b>983</b>	
<b>Special Populations</b>		<b>0-80%</b>	<b>Medium</b>	<b>250</b>	
<b>Total Goals</b>					
<b>Total 215 Goals</b>					

Notes:

1. Unmet needs are based on HUD CHAS data for households with housing problems by household income and type.
2. A small related household is defined by HUD as a household of 2-4 persons, which includes at least one person related to the householder by birth, marriage, or adoption. A large related household is a household of 5 or more persons.
3. Housing goals include anticipated accomplishments under the following programs: homebuyers assistance, owner-occupied rehabilitation, renter-occupied rehabilitation programs, and new construction.
4. Section 215 Goals are affordable housing that fulfill the criteria of Section 215 of the National Affordable Housing Act. For rental housing, a Section 215 unit occupied by a low-income household and bears a rent that is less than the Fair Market Rent or 30% of the adjusted gross income of a household whose income does not exceed 65% of the AMI. For an owner unit assisted with homebuyer assistance, the purchase value cannot exceed HUD limits. For an owner-occupied unit assisted with rehabilitation, the mortgage amount cannot exceed HUD limits.

### 6.16 Rationale for Funding Priorities

In summary, analysis of the documented income levels, cost and low availability of rental housing and units for homebuyers, purchase price of the average residence, numbers of low-income residents and families, and the number of residents and families seeking subsidized rental

housing and assistance with homebuyer costs; the City has determined that the following **prioritization of needs** is appropriate.

A **High priority** ranking is appropriate for **Related Renter Households** (small, large, and elderly) for Very Low and Extremely Low Households (incomes less than 50% of median); and a **High priority** ranking is appropriate for Low Income Households (incomes between 51% and 80% of median). There continues to be a need for affordable rental properties that offer amenities for occupation by families. Additionally, these families would be eligible for homeownership assistance that could provide the initial financial incentive to move them from tenancy into the more self-sufficient role of homeownership.

A **Medium priority** ranking is appropriate for **All Other Renter Households** for those below 30%. **Low priority** ranking is appropriate for **All Other Renter Households** for income levels above 50%. These households are non-related households that may have other financial resources and/or the ability to live with roommates in order to reduce rental costs.

A **High priority** ranking is appropriate for **Owner Households** for all income levels in order to encourage the expansion of affordable homeownership opportunities. Additionally, it is important to assist existing low-income owner households through the provision of rehabilitation and reconstruction funds in order to maintain their occupancy and improve the City's existing housing stock.

A **Medium priority** ranking is appropriate for **Special Populations** for all income levels in order to encourage the expansion of housing opportunities available for the homeless, elderly, frail elderly, disabled, and other special need populations. These special populations, while relatively low in number in comparison to other household types in the City, have unique accommodation and housing needs that are typically more expensive and more difficult to address. Additionally, it is appropriate to support the endeavors and efforts of other private and non-profit organizations as they seek and request funding to support these populations.

There continues to be a need for increased affordable rental units that meet housing quality standards in the City. One solution to alleviate this problem is for the gradual development of new multi-family and single-family rental units. There appears to be a special need for affordable units designed with amenities for family occupation.

With these factors in mind, the City should consider requests for statements of support from developers utilizing state and federal resources (i.e., Low Income Housing Tax Credit -LIHTC, Section 202, Section 236, and other state and HUD subsidy programs) on a case-by-case basis. *Favorable consideration will generally be considered for projects that provide housing and other services for elderly and special needs populations, amenities and designs suitable for family living, and complexes containing less than 50% subsidized units requiring occupancy by low-income households.*

Other solutions to address the affordable housing need include the provision of financial assistance to renters and special need populations to assist with security and utility deposits, rehabilitation of existing substandard rental properties, the new development of affordable single-family dwellings for low-income homebuyers, the expansion of homebuyer programs to assist low-income households with the purchase of single-family dwellings, and the gradual development of "market-driven" apartment projects.

## **Section C - Affordable Housing Goals, Objectives, and Strategies**

### **6.17 Outcome and Performance Measurement Model**

In response to the recent trend in the federal government to document the relationship between the expenditure of funds and identified measurable accomplishments, an “**outcome and performance measurement model**” is being utilized to describe the City’s proposed goals and anticipated outcomes. HUD’s expectation is that “recipients of federal funds will have implemented some form of a performance measurement system to reflect a way to gauge what constitutes success in each grantee’s jurisdiction”. This process will enable HUD and each jurisdiction to see if the funded activities really make a difference in the lives of people and if the activity produces benefits that merit support.

*This model will include a listing of:*

<b>Goals</b>	Proposed broad solutions to problems or needs identified in the Consolidated Plan process
<b>Overall Objective Categories</b>	The category of objective that is being addressed
<b>Specific Objectives</b>	Programs, projects, activities designed to address identified objectives and issues
<b>Outcome Categories</b>	The proposed effect of the programs, projects, and activities
<b>Specific Outcome Indicators</b>	Measurable benefits that result from the programs, projects, and activities

The previously discussed data, survey results, market analysis, focus group deliberations, and citizen input resulted in **five broad ranged housing goals and related objectives** under each of those goals. Tied to each objective are strategies designed to provide guidance to the applicable entities involved in ensuring success in achieving housing goals set for the City. This will help to ensure that meaningful and measurable progress is realized. **It is important to note that goals, objectives and strategies were formulated to be comprehensive, in that every effort is made to include likely and potential contributors. Consequently, projected outcomes are also measures for the total effort of all community resources, not just the City of Marshall or other public entities.** This also demands that every potential source of support and funding be identified by the contributing entities, both private and public. The following goal matrixes tie together strategies with the necessary plans, resources, and agencies in providing a means to ensure that goals and objectives are achieved.

#### **6.17.A. Geographic Distribution of Funding**

Based on the information gained during the development of the Consolidated Plan, the City will make any funds budgeted for affordable housing activities each year available throughout the City, with no geographic preference. However, every effort will be made to distribute the funds in a manner that addresses the priorities of needs identified in this plan. This includes

distributing the funding throughout a variety of projects and activities that serve the maximum number of low-income, elderly, and special need households.

All eligible projects and activities will be available on a city-wide basis unless they are required by HUD regulations to be limited to specific identified low-income areas.

### **6.17.B. Inputs/Resources**

Inputs are resources dedicated to or consumed by the project or activity, such as money, staff, contractors, facilities, or equipment. Inputs may be directly provided by the City or through cooperative associations with other governmental entities, private entities, or non-profit organizations. The following list includes possible inputs for all of the proposed projects and activities listed in the Goals Sections of this Plan and the Annual Plan.

- Builders/Developers
- CDBG Program
- Child Care Providers
- City of Marshall
- East Texas Area Council on Aging
- East Texas Council of Governments
- Faith-based organizations
- For-profit entities
- Habitat for Humanity
- Highway 80 Rescue Mission
- Homeless service providers
- Homeless shelters/providers
- Housing Choice Voucher Program
- HUD
- Literacy Council
- Local educational providers
- Local lending institutions
- Local Real Estate professionals
- Low Income Housing Tax Credits
- Marshall - Harrison County Health Dept
- Marshall Housing Authority
- Marshall ISD
- Meals on Wheels
- Non-profit organizations
- Other governmental entities
- Sabine Valley Center
- Salvation Army
- Section 202 funds
- Texas Dept of Housing & Community Affairs
- Texas state agencies
- Texas Workforce Commission
- United Way
- Youth Services of Marshall

### **6.17.C Evaluation**

Measurable accomplishments, including number/percentage of number and percent of assisted households, property tax values, public facility improvements, etc. will be documented in project files, with annual reports made available to the public and to HUD through the CAPER.

**6.18 Housing Goals and Strategies**

## **5-Year Affordable Housing Goals, Objectives, and Strategies**

- **Overall Objective Categories**
- **Specific Objectives (Projects and Activities)**
- **Target Population**
- **Projected 5-Year Outcomes**
- **Projected 5-Year Outcome Indicators**

**GOAL #1****Preserve and Increase the supply of Decent, Safe, and Affordable Housing  
for Low and Moderate Income Households****Overall Objective Category: Decent Housing**

<b>Specific Objective</b>	<b>Outcome Categories</b>	<b>5-Year Specific Outcome Indicators</b>
Homebuyer Assistance	Improve Access to Affordable Owner Housing	<u>15 low income households</u> receive assistance with downpayment and closing cost assistance
Owner-Occupied Housing Rehabilitation and Reconstruction	Improve the Quality of Owner Housing	<u>10 low-income households</u> receive assistance with repairs
Rental Assistance	Improve Access to Affordable Rental Housing	<u>5,000 low income households</u> receive rental subsidies through Housing Choice Voucher Program and other rental subsidy programs provided by other entities
Rental Assistance	Improve the Quality of Rental Housing	Support efforts of other entities to seek funding for development or improvement of rental housing and public housing
Lead Hazard Reduction	<ul style="list-style-type: none"> <li>▪ Improve the Quality of Rental Housing</li> <li>▪ Improve the Quality of Owner Housing</li> </ul>	<u>2,500 low income households</u> receive information regarding Lead Hazards

**GOAL #2**

<p align="center"><b>Improve the Ability of Low and Moderate Income Residents to Access Rental Housing and Homeownership Opportunities</b></p>		
<p><i>Overall Objective Category: Decent Housing</i></p>		
<p><b>Specific Objective</b></p>	<p><b>Outcome Categories</b></p>	<p><b>5-Year Specific Outcome Indicators</b></p>
<p>Fair Housing</p>	<ul style="list-style-type: none"> <li>▪ Improve Access to Affordable Rental Housing</li> <li>▪ Improve Access to Affordable Owner Housing</li> </ul>	<p>2,500 low income households receive information regarding Fair Housing</p>
		<p>5 annual publications of Fair Housing information</p>
		<p>5 Annual Reviews of AI and Fair Housing Ordinance</p>
		<p>Documents provided in English and Spanish</p>
		<p>Link Fair Housing Web-site to City of Marshall web-site, ETCOG, and other housing and social service providers</p>
		<p>5 Annual Reviews or Updates of Transportation Needs completed and information regarding need for affordable and accessible transportation for low-income households emphasized with community leaders</p>



## VII. Continuum of Care – Analysis and Strategy

### 7.1 Introduction

To provide clarification, the following definitions are utilized for the purposes of the Continuum of Care, in accordance with HUD regulations, although individual funding sources may have additional or specific requirements:

- *Emergency Housing* – Any facility the primary purpose of which is to provide temporary or transitional shelter for the homeless in general or for specific populations of the homeless
- *Transitional Housing* – A project that has as its purpose facilitating the movement of homeless individuals and families to permanent housing within a reasonable amount of time (usually 24 months), and usually providing supportive services to assist homeless obtain necessary life skills in support of independent living.
- *Permanent Supportive Housing* – Long-term, community-based housing that has supportive services for homeless persons with disabilities. Enables special needs populations to live as independently as possible in a permanent setting. The supportive services may be provided by the organization managing the housing or coordinated by the applicant and provided by other public or private service agencies. Permanent housing can be provided in one structure or several structures at one site or in multiple structures at scattered sites.

### 7.2 Homeless Counts and Surveys

There is no significant reported incidence of unsheltered homeless within the Marshall city limits by service providers, law enforcement officials, or city staff. The Northeast Texas Homeless Consortium annually conducts a “point in time” census survey of sheltered and unsheltered homeless. Local organizations report a fairly constant stream of individuals and families who experience emergency situations related to inability to pay rent, utilities, or mortgage payments due to the loss of income, or other urgent situations. These households face the very real possibility of losing their homes and seek out temporary assistance. Other urgent situations involve women and children fleeing situations involving domestic violence. It is documented that around 10%-20% of the individuals and families seeking shelter in neighboring communities are from Marshall.

Data from the 2000 Census indicated the following information regarding the incidence of homelessness in Marshall. This information is contained in Census 2000 QT-P12 – Group Quarters Population by Sex, Age, and Type of Group Quarters – Noninstitutionalized Population – Other Non-household Living Situations and Other Noninstitutionalized Group Quarters.

<b>Census Category</b>	<b>Count</b>
Other Non-household Living Situations	7
Other Non-institutionalized Group Quarters	27

*The 2006 State of Texas Low Income Housing Plan and Annual Report indicates that the Texas Department of Housing and Community Affairs (TDHCA) utilizes these census categories and numbers to account for the homeless population state-wide.*

“Other Non-household Living Situations” counts individuals with no usual home residing in hostels or other areas not counted in other tabulations. “Other Noninstitutionalized Group Quarters” includes individuals in shelters for victims of domestic violence, mobile settings, or other non-sheltered outdoor locations where there is evidence of human occupation.

Many of the national homeless studies completed in recent years used quite sophisticated methodologies, and produced elegant and reliable results. However, they were very expensive to conduct and, while they may be helpful at the national level and to answer particular research questions, are of limited utility to local planners. The most important lesson to be learned from these studies is that even expensive, methodologically sophisticated studies cannot produce consistent findings because the reality of homelessness varies a good deal with the geographic location of interest. Therefore, local decision makers should make every effort to collect their own data using less perfect but a good-enough method, collect it with sufficient regularity and thoroughness that it becomes a useful tool for decision making.

The presence of the majority of the housing services that shelter homeless individuals outside of the Marshall city limits has likely also led to a low “artificial” rate of homelessness. What literally happens is that as homeless individuals are identified throughout the area, or as battered women seek shelter and services, they are often referred to the homeless providers that are located outside of the City of Marshall. Additionally, the less populated areas of the city allow for the homeless to become less visible – they can more easily stay in abandoned houses or camp in the woods without the bother of complying with emergency shelter rules or harassment from residents or local law enforcement. This creates a lack of awareness in the referring city or community regarding the need for services for these “special need” populations, while, at the same time, impacts the demand on services provided by agencies and organizations outside Marshall that assist these populations.

However, to further confuse the issue, the rate of homelessness in rural communities has traditionally been lower than their urbanized neighbors. One reason might be the supportive resources and “Neighbor help Neighbor” attitude that small communities provide to their residents and relatives, a factor which becomes lost in the larger, more distant and populated communities.

The review of the supportive and shelter services available to the homeless and special need populations in the area indicated that shelter and supportive services are not readily available in the city, but are instead provided in neighboring larger cities such as Shreveport and Longview. Non-profit organizations, federally assisted housing programs such as Section 8 and Public Housing, and for-profit owners of subsidized housing provided most of the shelter. Supportive services were also primarily provided by non-profit and faith-based organizations.

It is believed that the incidence of unsheltered and chronic homelessness in the city is very low, in comparison to the need for shorter-term emergency shelters and transitional housing. Some data regarding the issue is available, and the City will be supportive of efforts to obtain a current estimate of the need.

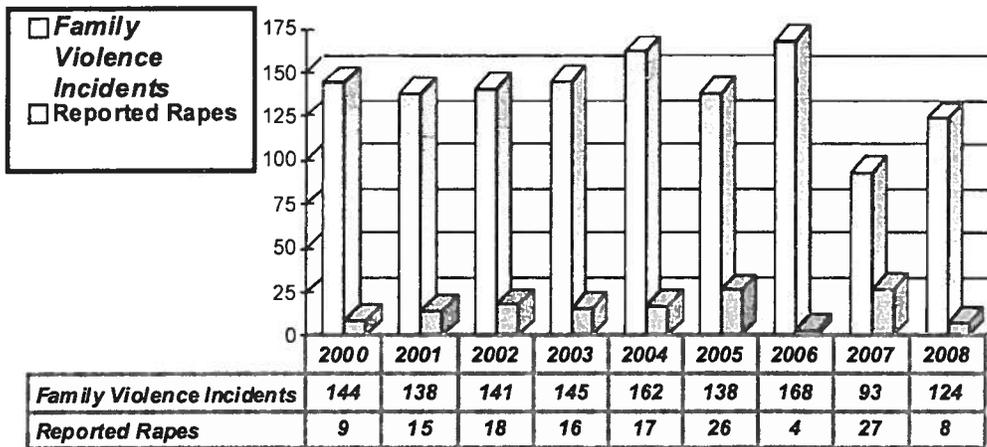
**7.3 Other Homeless Issues**

**7.3.A. Victims of Domestic Violence**

Local service organizations report a consistent need for services and shelter for victims of domestic violence in Marshall. Since there are no local shelters located in the City, families are forced to seek emergency shelter services in neighboring communities. *This issue is discussed further in Section VIII. Non-Housing Community Development Plan.* The **Marshall Crisis Center**, an Outreach Office of the **Kilgore Crisis Center**, a non-profit organization in Kilgore, reports serving 258 women (plus their children) this past year. The Outreach Center is able to provide one month’s rent or mortgage payment, counseling, and other supportive assistance, but, for actual shelter, they must refer their clients to The Crisis Center in Kilgore or to other emergency shelter facilities located elsewhere. The Kilgore Center reports that 30% of their clients are from Harrison County.

The **Women’s Center of East Texas** reports that of the 260 sheltered victims last year, 26, or 10%, were from Marshall. The percentage increased to 20% for Marshall residents who sought outreach counseling, but did not go to the shelter. Their Hotline indicated that about 12% of their calls are from Marshall residents. State crime statistics indicate that 1 in 4 incidents of domestic violence go unreported, indicating that the numbers included here only represent about 25% of the actual need.

The table below contains the **2000-2008 crime statistics** for the City of Marshall from the Texas Department of Public Safety regarding reports of **Family Violence and Rapes**.



**7.3.B. Overcrowded Households**

One problem that is apparent in the area, however, is the incidence of over-crowding and doubling-up that occurs as families or individuals who lose their homes move in with relatives and friends. This issue however does not qualify as “homeless” under HUD’s definition for the term, but instead these households are described as “at risk” of becoming homeless. The 2009 CHAS data indicates 435 households were overcrowded and 390 are severely over-crowded, evenly divided between owner and renter households.

**7.3.C. Information and Referral**

Another documented need is the numbers of persons and families seeking information about emergency assistance because they are anticipating that they may become homeless soon. This category would include victims of domestic violence, persons unable to pay rent or mortgages and facing imminent eviction, persons living in overcrowded or severely overcrowded conditions or living temporarily with friends and relatives, and others anticipating that their housing or shelter will become unavailable for some reason. These individuals and families would be eligible for participation in transitional housing and emergency shelters (but not for permanent housing) if they are currently housed but may become homeless within seven days, according to federal regulations.

*Further discussion and information is available in Sections IV and Sections VI of this document.*

**7.4 Brief Review of Homeless Providers**

There are no emergency, transitional, or permanent housing units or facilities located in the City of Marshall to house the homeless. Faith-based organizations provide emergency and temporary assistance, but this is on a limited basis. There are a variety of organizations in nearby cities that provide temporary housing for homeless persons and families. Residents in need of services participate in programs and services provided by organizations in the neighboring cities and communities, primarily Longview and Shreveport, Louisiana. *A detailed listing of housing providers serving specific homeless and special need populations is in Section 6.9 and 6.10 of this document. The information provided below is intended to be a representative sample of the services that are available, and may not include all providers.*

<b>HOMELESS PROVIDERS – More detailed information regarding the Type of Housing, Other Services Provided, Subpopulations Served, # of Units, and # Served Annually is provided in <i>Section 6.9. Homeless Housing Inventory</i></b>	
<b>Agency/Organization</b>	<b>Location</b>
Casce House	Marshall
Choices Adolescent Treatment Center	Marshall
Community Health Core - Fredonia Place	Longview
Cypress Manor	Marshall
East Texas Open Door, Inc	Longview
Highway 80 Rescue Mission	Longview
House of Hope	Longview
Kirkpatrick Family Center	Longview
Marshall Housing Authority – Oakleaf Village	Marshall
Oak Haven Recovery Center	Marshall
Oakwood House	Marshall
Pegues Place	Longview
Reunion Inn Assisted Living	Marshall
Salvation Army	Longview and Shreveport
Special Health Resources of East Tx (SHRET)	Longview
The Crisis Center	Marshall and Kilgore
Twelve Way Foundation	Marshall
Veterans Administration	Shreveport
Wellness Pointe	Longview
Women’s Center of East Texas	Longview
<b>HOMELESS PREVENTION</b>	
<b>Agency/Organization</b>	<b>Services Provided</b>

Harrison County Interagency Council	Information/coordination amongst service providers
House of Disciples	Homeless outreach
Storehouse	Emergency shelter, food, clothing, transportation
American Red Cross	Homeless Prevention, Emergency Assistance, Food, Clothing, Transportation
Faith-based Organizations	Homeless Prevention, Emergency Assistance, Food, Clothing, Transportation, Medical/Health Emergencies, Medications, Rent, Utility Deposits
Bridge of Compassion	Emergency payments, counseling, referrals

### 7.5 Housing Gaps Analysis Chart (Table 1A)

The data from the 2000 census, 2008 American Community Surveys, Texas Department of State Health Services, faith-based organizations, citizen comments, city staff, and comments from local agencies/organizations were used to develop estimates on the unmet homeless needs in the community. When there were questions about certain figures, agency personnel were consulted as to their expert opinion on the unmet need for that organization's population of clientele. The following **Table 1A** provides a snapshot of the incidence of homelessness.

**Table 1A Homeless and Special Need Populations**

		Estimated Need	Current Inventory	Unmet Need /Gap	Relative Priority
<b>Individuals</b>					
<b>Example</b>	<b>Emergency Shelter</b>				
<b>Beds / Units</b>	Emergency Shelter				
	Transitional Housing				
	Permanent Housing				
	Total				
<b>Estimated Supportive Services Slots</b>	Job Training				
	Case Management				
	Substance Abuse Treatment				
	Mental Health Care				
	Housing Placement				
	Life Skills Training				
	Other-Transportation				
<b>Estimated Sub-populations</b>	Chronic Substance Abusers				
	Seriously Mentally Ill				
	Dually - Diagnosed				
	Veterans				
	Persons with HIV/AIDS				
	Victims of Domestic Violence				
	Youth				

**Persons in Families with Children**

<b>Example</b>	<b>Emergency Shelter</b>				
<b>Beds / Units</b>	Emergency Shelter				
	Transitional Housing				
	Permanent Housing				
	Total				
<b>Estimated Supportive Services Slots</b>	Job Training				
	Case Management				
	Child Care				
	Substance Abuse Treatment				
	Mental Health Care				
	Housing Placement				
	Life Skills Training				
	Other – Transportation				
<b>Estimated Sub-populations</b>	Chronic Substance Abusers				
	Seriously Mentally Ill				
	Dually - Diagnosed				
	Veterans				
	Persons with HIV/AIDS				
	Victims of Domestic Violence				
	Youth				

## 7.6 Identified Priority Needs

As described previously in Section VI, a **Medium priority** ranking is appropriate for **Special Populations** for all income levels in order to encourage the expansion of housing opportunities available for the homeless, elderly, frail elderly, disabled, and other special need populations. These special populations, while relatively low in number in comparison to other household types in the region, have unique accommodation and housing needs that are typically more expensive and more difficult to address. Additionally, it is appropriate to support the endeavors and efforts of other private and non-profit organizations as they seek and request funding to support these populations.

Even though the issue of homelessness is of a critical nature in terms of its impact and effect upon the unsheltered and sheltered residents, compared to the larger number of low-income residents in the region that are in need of affordable and safe housing (including those below poverty level and the elderly), and combined with the fact that the federal dollars are limited in their usage, it is more appropriate for the City to focus its efforts on low-income renters, homeowners, and homebuyers. The City desires and is committed to assisting homeless populations, but will focus its efforts on improving the accessibility and referral processes and supporting the housing and shelter efforts of other entities.

## 7.7 Strategy and Actions

With the cooperative approach that is being demonstrated by regional agencies and non-profit organizations throughout the region and surrounding areas on numerous community-wide issues, it is imperative to also include the addressing issues of homeless and special need populations in a similar manner. The City will focus its efforts on encouraging and facilitating the provision of services through partnerships and support of the efforts of other organizations that are already attempting to address these issues. *It would indeed be a duplication of effort for the City to initiate homeless initiatives independent of the efforts of others.*

The City of Marshall will implement its Continuum of Care Strategy with a focus on **Prevention** by supporting the efforts of other organizations to continue and expand their programs as needed. The City will also encourage the expansion and development of affordable housing. The City will support increased service coordination and case-management services by participating and facilitating outreach efforts and community approaches to meeting needs. Other organizations and entities will be encouraged to participate in community forums and to gain information regarding available services. The City will serve as a referral source for residents by matching those in need with an appropriate service provider.

A *second* focus will be on **Intake, Assessment, and Referral** by encouraging and facilitating the improvement of intake and assessment processes to expedite the provision of assistance. The City will support the efforts of the local service organizations and providers that include education of county and city officials, public employees, and the community regarding homeless and special population needs and issues.

**7.8 Continuum of Care Process, Goals, and Strategies**

This collection of data and review of comments has led to the formation of the City’s **Goal #3** regarding the special housing needs of homeless and other populations with special needs. *Inputs* are resources dedicated to or consumed by the project or activity, such as money, staff, contractors, facilities, or equipment. For a listing of potential Input factors for all Consolidated Plan goals, please refer to *Section 6.17* and *Section IV – Institutional Structure*.

**GOAL #3**

<b>Address the Shelter, Housing and Service Needs of the Homeless and Other Populations with Special Needs</b>		
<b><i>Overall Objective Category: Decent Housing</i></b>		
<b>Specific Objective</b>	<b>Outcome Categories</b>	<b>5-Year Specific Outcome Indicators</b>
Capacity Building – Support and expand collaboration and networking efforts of local non-profit providers	Increase Range of Housing Options and Related Services for Persons with Special Needs	Quarterly and/or Annual participation in meetings and conferences regarding shelter, housing, and service needs of homeless and special need populations
		<u>100 low income or special-need households</u> receive information and/or assistance with shelter and affordable housing opportunities
		Participation in scheduled annual homeless street census events
		Identification of local, state, and federal resources to assist with homeless prevention and homeless services
		Assistance provided in the completion of Inventory of Homeless Facilities and Resources



## VIII. Non-Housing Community Development Plan

### 8.1 Introduction & Development of Non-Housing Community Development Goals

The following non-housing community development needs and priorities were identified through a collaborative process that involved the various departments of the City of Marshall, including Public Works, Parks, Public Facilities, Engineering, Planning, Water, City Manager's Office, as well as representatives from local non-profit organizations that provide a variety of health and human services, and participation by City residents in a series of public hearings and meetings. Additionally, information from recent surveys of community needs conducted by city staff, Texas Department of State Health Services, Harrison County Extension Office, ETCOG, and the Harrison County Homeless Coalition were combined with statistical and demographic data to evaluate and prioritize human service needs. The City is required by HUD regulations to analyze the needs of families for each type of activity and determine financial estimates to meet the needs. This information is contained in Table 2B. These efforts have resulted in establishing two goals in the City's ***Non-Housing Community Development Plan*** to address the identified needs.

The City of Marshall does have a desire and commitment to see the living and social environment of its citizens improved. Because of the limited funding for such projects available from other resources, this plan has been developed to not only plan for the usage of the City's federal grant funding, but also to encourage and facilitate the efforts of other organizations to the greatest extent possible. These other organizations would include non-profit organizations, non-profit and for-profit housing developers, health professionals, and other agencies desiring to provide assistance. Another focus would be to collaborate as effectively as possible with other neighboring governing entities to alleviate common needs that cross jurisdictional boundaries.

Local supportive housing and social service agencies work together through an interagency council to coordinate service programs for addressing the needs of low-income families and populations with special needs, including those in supportive housing. The **Harrison County Interagency Council Resource Directory** maintains a list of services and service providers.

CDBG funds can be directly utilized to finance non-housing needs within the City of Marshall, including eligible activities such as public services, public facilities, demolition, code enforcement, economic development, and acquisition.

The City's non-housing goals were developed with an emphasis on increasing accessibility to health and human services by reviewing and evaluating existing systems and processes, and encouraging and facilitating improvements to those delivery systems. It is the intent of the City to be an active partner in leveraging the efforts of other providers whenever feasible, and also to utilize the leveraging from others to increase the capacity and delivery of its projects. It is important to note that the achievement of these goals can be accomplished through indirect means, rather than direct funding of activities targeted toward certain populations or certain areas. For example, the continued support by the City of the development of economic

opportunities in the community will indirectly influence and assist those residents that this Consolidated Plan addresses. Continued collaboration for regional planning of health care, drainage and water improvements, emergency services, transportation, and other region-wide initiatives will provide a more cost-effective and comprehensive approach to addressing these types of issues.

## **8.2 Collaboration and Cooperation**

The following is an outline of non-housing needs in the City of Marshall and of the collaborative and cooperative efforts providing input for prioritization of those needs. Because Harrison County not only shares jurisdictional borders, but its citizens also experience similar community and social issues and concerns, it is sometimes difficult to delineate the needs and resources of one from the other. Additionally, oftentimes, statistical information is only available on a county-wide basis.

The delivery of human services in the region has been enhanced by the coordination and communication provided by various regional organizations, including the East Texas of Governments, whose primary mission is the fostering of partnerships amongst governmental neighbors. Several collaborative initiatives have also evolved as a result of fund seeking efforts, including the Marshall Economic Development Center. Active ministerial alliances throughout the community also foster cooperation amongst volunteers and religious organizations.

## **8.3 Determination of Identified Community Needs**

In response to the need to determine priority needs, the City interviewed local housing providers, non-profit organizations, faith-based organizations; gathered existing survey data; and solicited public comments during the public hearings.

## **8.4 Identified Special Need Populations**

Consolidated Plan requirements include examining the needs of special populations. These groups may experience special challenges in obtaining adequate housing specifically suited to meet their needs. Additional and/or specialized supportive services may also be necessary in order for these households to maintain their independence. Housing needs may vary depending on the type of disability and may vary throughout an individual's life depending on the degree of the disability. Information was gathered regarding the following populations in Marshall to determine specialized housing and service needs:

- Homeless
- Elderly and Frail Elderly
- Persons with Disabilities
- Persons with Alcohol/Drug Addictions
- Persons with HIV/AIDS
- Victims of Domestic Violence

**8.4.A. Homeless**

The incidence and needs of homeless individuals and families are discussed in detail in *Section VII - Continuum of Care* - of this document.

**8.4.B. Elderly and Frail Elderly**

The 2008 American Community Survey indicated that 5% of the population was 60-64 years, 13.5% was age 65 and over, and 14.4% of these have incomes below the poverty level.

Age	Number	Percent
Below 60	19,590	81.6%
60-64 years	1,214	5%
65-74 years	1,550	6.4%
75-84 years	1,091	4.5%
85 years and over	616	2.6%
TOTAL Over 65	3,257	13.5%
TOTAL Over 75	1,707	7.1%

Additionally, 1,508, or 46.3%, of those over age 65 report some type of disability. Elderly persons may need housing assistance for two reasons: financial and supportive. Information collected indicated that seniors experience difficulties in maintaining their homes in safe and accessible condition and locating affordable and safe places to live. An obvious need for

seniors was the access to information regarding available resources. Identified senior needs necessary in order to assist seniors maintain their independence were Transportation, Home Repairs, Prescription Drug Assistance, Utility Assistance, and Assistance with Affordable Rent. Identified supportive housing needs would include financial assistance with home repairs, utilities, and rent, as well as the access to safe and secure housing; prescription drug assistance; transportation; socialization; and other programs designed to assist the senior maintain their independence. The only data regarding the incidence of need is from the 2000 Census and 2000 CHAS Database as described below.

When a person has one or more limitations of Activities of Daily Living (ADL), they can be considered "frail". Applying the national prevalence statistics for proportion of elderly over age 65 requiring assistance (14.4%) to Marshall's number of elderly individuals results in 470 frail elderly individuals requiring housing with supportive services.

The CHAS Database identifies that among the 433 elderly renter households of all income levels:

- 33% report a housing problem
- 30% report paying more than 30% of income for rent
- 12.5% report paying more than 50% of income for rent

These percentages increase substantially as the household income drops.

For the 1,980 elderly owner households of all income levels:

- 21% report a housing problem
- 20% report a cost burden
- 10.5% report a severe cost burden

These percentages also increase substantially as the household income drops.

#### **8.4.C. Persons with Disabilities**

Census data indicated that 590, or 9%, of the population aged 5-20 years have a disability. Disabled populations include those with mental disabilities (mental illness and mental retardation), cognitive disabilities (acquired brain injuries), and physical or sensory disabilities (mobility impaired, blind, deaf). For ages 21-64, the percentage more than doubles to 23%, or 2,819 individuals. Of this number, 47% are employed. For the population aged 65 years and over, 1,495, or 45% are disabled. *This is a total of 4,900 disabled individuals of all ages.*

Although specific information for the city is not available, the Center for Health Statistics estimates that 1 in 5 families in East Texas are affected by serious mental illness, and that an estimated 4,000 individuals are affected (1 in 17).

Although no specific information is available to indicate the actual number of persons with disabilities that have supportive housing needs, HUD eligibility requirements for Public Service funding recognizes that it can be assumed that this population is primarily low income, and would thus experience needs similar to other low-income households.

Supportive housing needs would include financial assistance with home repairs, utilities, and rent, as well as the access to safe and secure housing. Additional needs would include job training, expanded employment opportunities, child care, prescription drug assistance, and transportation. These populations also traditionally experience great difficulties in locating and affording specialized housing suited to meet their individualized accessibility needs.

#### **8.4.D. Persons with Alcohol/Drug Addictions**

The data on the incidence of substance abuse is fragmented, with no clear indication of the actual number or percentages of individuals and families in Marshall that are affected by alcohol and/or drug abuse. It is widely accepted and recognized by the health care professionals and the public service providers that the effect of substance abuse is devastating on the abusing individual, their families and children.

Estimates for Harrison County compiled by the Texas Department of State Health Services from the National Institute of Mental Health and National Institute for Health indicated almost 4,000 persons needed treatment for alcohol use, but were not receiving it. The estimated number for substance abuse was 1,300.

Supportive housing needs would include access to emergency and transitional housing; counseling and case management services; financial assistance with home repairs, utilities, and rent; transportation; job training; employment; education; and child care.

#### **8.4.E. Persons with HIV/AIDS**

There are no reported HIV/AIDS cases in Marshall. The Texas HIV/STD 2008 report indicated 82 people in Harrison County living with HIV/AIDS, 10 of those being reported in 2008. The cumulative AIDS count since 1980 in the county is 93 and the cumulative HIV count since 1994 is 37.

The impact on the individual's ability to live independently is significant as the disease progresses, with supportive housing and services being vital to continued self-sufficiency.

Supportive housing needs would include permanent housing facilities that provide case management; prescription drug and medical assistance; financial assistance with rent, utilities, and home repairs to meet increased accessibility demands; socialization; employment opportunities; and transportation.

#### **8.4.F. Victims of Domestic Violence**

Local service organizations report a consistent need for services and shelter for victims of domestic violence in Marshall. Since there are no local shelters located in the City, families are forced to seek emergency shelter services in neighboring communities. *This issue is discussed further in Section 7.A. Non-Housing Community Development Plan.*

### **8.5 Community Needs Assessments and Surveys**

During the development of this Consolidated Plan, assessments of community needs completed by other organizations or agencies were reviewed:

#### **8.5.A. Harrison County – East Texas Community Health Needs Assessment - 2007**

This report summarizes a recent community form held in Marshall at the Marshall Regional Hospital. The event was attended by more than 25 local residents. Organizations were also identified as being possible resources or providers or services.

*Some of the identified gaps in services included:*

- Seamless communication
- No health insurance for indigent
- Detoxification program
- Health screenings
- Medications
- Dental services for substance abusers
- Dental services for low income elderly
- Continuum of care for substance abusers
- Services for working poor
- Mentally ill forced to go to jail or emergency rooms for care because of TDSHS restrictions

*Most identified major problems:*

- Obesity – childhood and adult
- Drug Abuse
- Teen Pregnancy
- Smoking

*Recommendations to address needs included:*

- Communication about available resources
- Develop a Regional Advisory Consortium
- Assistance in identifying federal funding and writing grants
- Encourage employers to implement employee wellness programs for prevention

#### **8.5.B. Harrison County Extension’s County Forum**

This report summarizes a community form held in Marshall in 2004 by the Harrison County Extension Office. The meeting was attended by 29 Marshall residents. Texas Cooperative Extension facilitated the partnering of county government, state agencies, organizations, businesses and other groups to gather information about local needs and issues, and then helped organize action teams to address them. The information collected was to be used as the basis for

the state's long-range outreach education plan for 2005-2008. Participants were requested to describe the critical issues facing people in Harrison County in the next five years.

*The identified critical issues included:*

- Water Quality
- Public transportation
- Information/Referral
- Affordable Housing
- Public Education re: health care
- Litter control
- Job creation
- Improve security
- Youth employment/recreation
- Senior services
- Literacy/ESL education
- Parenting skills
- Affordable health care
- Attract industry
- Technology training
- Runaway teen program

**8.5.C. East Texas Area Agency on Aging**

This workshop identified critical needs of older persons in the ETCOG service area, while also demonstrating that the region's population is aging. Priority needs identified included:

- Information about available services
- Nutritional Support
- Dental Care
- Care Coordination
- Prescription Medications
- Training of Healthcare Providers in geriatric issues
- Residential Repair
- Transportation
- Meaningful Employment
- Volunteer Opportunities
- Caregiver education and training
- In-Home Care
- Respite Care
- Interagency Coordination
- Care for Persons with Alzheimer's
- Mental Health Services
- Physical Activity

**8.5.D. Sabine Valley Center Local Plan FY 2007-2008**

This planning document contains a description of the agency's mission and values, agency history, demographic profile, priority population descriptions, array of services, local planning process, needs and SWOT assessment results, service waiting list information, strategic goals and objectives, and network planning. Identified gaps in services were described for each priority population and included:

- MR Adults
  - Dentistry, Transportation, Job opportunities, Long waiting list
- MR Children
  - Recreational opportunities, Dentistry, Transportation, Long waiting list, Stronger parent voice in organization, Community education and outreach
- MH Adults
  - Too many in the low service packages, Resource limitations, No funding for outreach education, Jail diversion is under funded and not as effective, limited Housing options (few licensed boarding homes in the area), Community Resources, Transportation, State hospital bed availability
- MH Children
  - State hospital bed availability, Residential care, Transportation, Counseling services, Willing foster care providers, Dual diagnosis (chemical dependency/mental health), Few resources for detox, Limited integration with public schools

### **8.5.E. New Town Neighborhood of Marshall - Historic Preservation Action Plan - 2004**

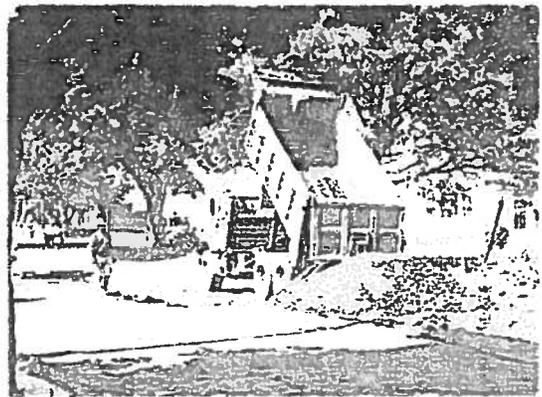
Marshall residents, in conjunction with the Texas Historical Commission, identified historic structures and devised an action plan to accomplish neighborhood revitalization and preservation in the “New Town” section of Marshall. Goals include:

- Education - Document, promote, and educate the public about the history of New Town
- Sense of Place - Establish programs to build a neighborhood identity unique to New Town
- Preserve and Revitalize - Preserve and revitalize historic buildings in New Town
- Pride - Foster community pride in the neighborhood
- Partnerships - Create working partnerships

### **8.6 Public Facility/Infrastructure Needs**

Historically, the City of Marshall has utilized its a portion of its annual entitlement of CDBG funds to leverage the improvement of public facilities and infrastructure in eligible areas that primarily benefit low-income residents. A review of the City’s capital improvement program, community needs, and low-income neighborhoods indicates a continued need for the following types of improvements:

- |                                  |                             |
|----------------------------------|-----------------------------|
| ▪ Curb and Gutter Improvements   | ▪ Handicapped Accessibility |
| ▪ Street Improvements            | ▪ Sidewalks                 |
| ▪ Neighborhood Parks             | ▪ Homeless Shelters         |
| ▪ Water and Sewer                | ▪ Fire Safety/Equipment     |
| ▪ Community Centers              | ▪ Health Care Facilities    |
| ▪ Drainage                       | ▪ Child Care Facilities     |
| ▪ Public Transportation Shelters |                             |



### **8.7 Other Identified Non-Housing Community Development Needs**

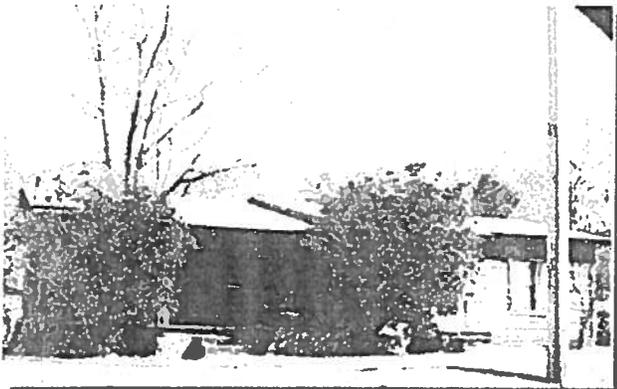
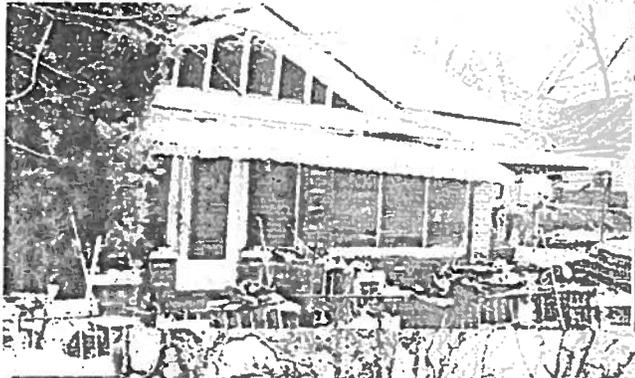
There are other community needs that were identified during the development of the Consolidated Plan. These included:

- Code Enforcement
- Demolition
- Special Neighborhood Clean-Up Campaigns
- Historic Preservation
- Commercial Rehabilitation
- Economic Development Activities that promote living wage employment opportunities

#### **8.7.A Code Enforcement/Demolition/Special Neighborhood Clean-up Campaigns**

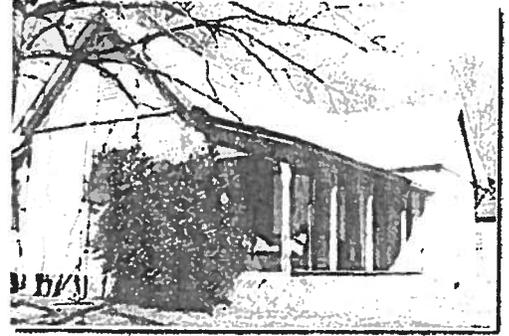
As discussed in *Section 6.7 - Condition of Housing*, **piles of debris** remaining from collapsed or partially demolished structures remain scattered through the City’s neighborhoods, presenting hazardous conditions to residents, especially children, and unsightly eyesores. These sites serve as disincentives to private developers to reinvest in these neighborhoods. It is recommended that the City actively pursue the **removal and clearance** of these debris sites, and actively apply

**code enforcement** ordinances consistently throughout the city. These photos, combined with those in Section 6.7, document the severity of the problems:



### **8.7.B Historic Preservation**

The City is aware of its wealth of historical neighborhoods and structures, and pursues the participation of its residents in preserving that history. The lack of sustained funding is the most significant barrier to aiding property owners in their renovation and restoration efforts. However, the use of CDBG funds could be useful in this endeavor through funding of the rehabilitation of owner-occupied homes for low-income households. Many older homes which are still structurally sound enough to be feasible for rehabilitation, such as the one contained in this photo, could benefit from these funds.



### **8.7.C Commercial Rehabilitation and Economic Development Activities**

There are numerous opportunities throughout Marshall for the re-development of commercial structures and facilities, and subsequent economic development impact. However, because of the minimal amount of federal funding that is available at this time to the City, and, in comparison, the relatively greater need for affordable and suitable housing, it is recommended that the City assign a **Low Priority** for the use of its limited federal funds for these purposes. Rather, the City is encouraged to continue to provide local incentives and to actively pursue other state or federal funds for this purpose.

### **8.8 Table 2B**

Additional information regarding the needs and unmet needs, prioritization of needs, and amount of funding to meet needs is listed in **Table 2B – Community Development Needs** below.

**TABLE 2B  
Community Development Needs**

	Needs	Current	Gap	Year 1	Year 1	Priority Need: H- M-L	Dollars to Address	Plan to Fund? Y/N	Fund Source
				Goals	Actual				
01 Acquisition of Real Property 570.201(a)	0	0	0			L		N	
02 Disposition 570.201(b)	0	0	0			L		N	
<b>Public Facilities and Improvements</b>									
03 Public Facilities and Improvements (General) 570.201(c)	50	0	50			H	5,000,000	Y	CDBG
03A Senior Centers 570.201(c)	1	0	1			M		N	
03B Handicapped Centers 570.201(c)	0	0	0			L		N	
03C Homeless Facilities (not operating costs) 570.201(c)	0	0	0			M		N	
03D Youth Centers 570.201(c)	1	0	1			L		N	
03E Neighborhood Facilities 570.201(c)	1	0	1			L	2,500,000	N	
03F Parks, Recreational Facilities 570.201(c)	5	0	5			L	300,000	Y	CDBG
03G Parking Facilities 570.201(c)	0	0	0			L		N	
03H Solid Waste Disposal Improvements 570.201(c)	0	0	0			L		N	
03I Flood Drain Improvements 570.201(c)	10	0	10			M	2,000,000	N	
03J Water/Sewer Improvements 570.201(c)	10	0	10			M	3,000,000	Y	CDBG
03K Street Improvements 570.201(c)	50	0	50			M	25,000,000	Y	CDBG
03L Sidewalks 570.201(c)	10	0	10			L	100,000	Y	CDBG
03M Child Care Centers 570.201(c)	10	5	5			M	1,000,000	N	
03N Tree Planting 570.201(c)	0	0	0			L		N	
03O Fire Stations/Equipment 570.201(c)	0	0	0			L		N	
03P Health Facilities 570.201(c)	0	0	0			L		N	
03Q Abused and Neglected Children Facilities 570.201(c)	0	0	0			L		N	
03R Asbestos Removal 570.201(c)	0	0	0			L		N	
03S Facilities for AIDS Patients (not operating costs) 570.201(c)	0	0	0			L		N	
03T Operating Costs of Homeless/AIDS Patients Programs	0	0	0			L		N	
04 Clearance and Demolition 570.201(d)	0	0	0			L		N	
04A Clean-up of Contaminated Sites 570.201(d)	0	0	0			L		N	
<b>Public Services</b>									
05 Public Services (General) 570.201(e)	25	5	20			H	3,500,000	Y	CDBG
05A Senior Services 570.201(e)	1	0	1			H	200,000	Y	CDBG
05B Handicapped Services 570.201(e)	1	0	1			M	200,000	Y	CDBG
05C Legal Services 570.201(E)	0	0	0			L		N	
05D Youth Services 570.201(e)	4	3	1			M	100,000	Y	CDBG
05E Transportation Services 570.201(e)	1	0	1			H	150,000	N	
05F Substance Abuse Services 570.201(e)	1	0	1			L	200,000	N	
05G Battered and Abused Spouses 570.201(e)	1	1	0			H	200,000	Y	CDBG
05H Employment Training 570.201(e)	2	0	2			M	500,000	N	
05I Crime Awareness 570.201(e)	1	0	1			M		N	
05J Fair Housing Activities (if CDBG, then subject to 570.201(e))	1	0	1			L	25,000	N	
05K Tenant/Landlord Counseling 570.201(e)	1	0	1			L	10,000	N	
05L Child Care Services 570.201(e)	5	0	5			H	200,000	Y	CDBG
05M Health Services 570.201(e)	2	0	2			H	250,000	Y	CDBG
05N Abused and Neglected Children 570.201(e)	0	0	0			L		N	
05O Mental Health Services 570.201(e)	1	0	1			M	250,000	Y	CDBG
05P Screening for Lead-Based Paint/Lead Hazards Poison 570.201(e)	0	0	0			L		N	
05Q Subsistence Payments 570.204	5	0	5			L	250,000	N	
05R Homeownership Assistance (not direct) 570.204	1	0	1			M	1,000,000	N	
05S Rental Housing Subsidies (if HOME, not part of 5% 570.204)	200	0	200			H	10,000,000	N	
05T Security Deposits (if HOME, not part of 5% Admin c	1	0	1			L	25,000	N	
06 Interim Assistance 570.201(f)	1	0	1			M	5000	Y	CDBG
07 Urban Renewal Completion 570.201(h)	0	0	0			L		N	
08 Relocation 570.201(i)	0	0	0			L		N	

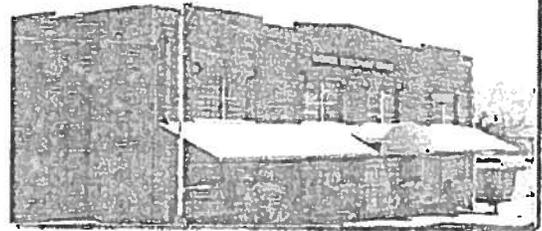
09 Loss of Rental Income 570.201(j)	0	0	0		L		N	
10 Removal of Architectural Barriers 570.201(k)	3	0	3		L	250,000	N	
11 Privately Owned Utilities 570.201(l)	0	0	0		L		N	
12 Construction of Housing 570.201(m)	100	0	100		H	2,500,000	N	
13 Direct Homeownership Assistance 570.201(n)	200	0	200		H	1,500,000	Y	CDBG
14A Rehab; Single-Unit Residential 570.202	100	0	100		H	5,000,000	Y	CDBG
14B Rehab; Multi-Unit Residential 570.202	200	0	200		L	5,000,000	N	
14C Public Housing Modernization 570.202	0	0	0		L		N	
14D Rehab; Other Publicly-Owned Residential Buildings 570.202	0	0	0		L		N	
14E Rehab; Publicly or Privately Commercial/Indu 570.202	100	0	100		M	10,000,000	N	
14F Energy Efficiency Improvements 570.202	100	0	100		M	50,000	N	
14G Acquisition - for Rehabilitation 570.202	0	0	0		L	0	N	
14H Rehabilitation Administration 570.202	1	0	1		H	75,000	Y	CDBG
14I Lead-Based/Lead Hazard Test/Abate 570.202	200	0	200		M	50,000	Y	CDBG
15 Code Enforcement 570.202(c)	1	0	1		L	250,000	N	
16A Residential Historic Preservation 570.202(d)	0	0	0		L		N	
16B Non-Residential Historic Preservation 570.202(d)	0	0	0		L		N	
17A CI Land Acquisition/Disposition 570.203(a)	0	0	0		M	250,000	N	
17B CI Infrastructure Development 570.203(a)	1	0	1		M	50,000	N	
17C CI Building Acquisition, Construction, Rehabilitation 570.203(a)	0	0	0		M		N	
17D Other Commercial/Industrial Improvements 570.203(a)	25	0	25		M	2,000,000	N	
18A ED Direct Financial Assistance to For-Profits 570.203(b)	0	0	0		L	250,000	N	
18B ED Technical Assistance 570.203(b)	0	0	0		L	50,000	N	
18C Micro-Enterprise Assistance	0	0	0		L	250,000	N	
19A HOME Admin/Planning Costs of PJ (not part of 5% Ad	0	0	0		L		N	
19B HOME CHDO Operating Costs (not part of 5% Admin ca	0	0	0		L		N	
19C CDBG Non-profit Organization Capacity Building	0	0	0		L		N	
19D CDBG Assistance to Institutes of Higher Education	0	0	0		L		N	
19E CDBG Operation and Repair of Foreclosed Property	0	0	0		L		N	
19F Planned Repayment of Section 108 Loan Principal	0	0	0		L		N	
19G Unplanned Repayment of Section 108 Loan Principal	0	0	0		L		N	
19H State CDBG Technical Assistance to Grantees	0	0	0		L		N	
20 Planning 570.205	0	0	0		H	50,000	Y	CDBG
21A General Program Administration 570.206	5	0	5		H	250,000	Y	CDBG
21B Indirect Costs 570.206	0	0	0		L	250,000	N	
21D Fair Housing Activities (subject to 20% Admin cap) 570.206	0	0	0		L	10,000	Y	CDBG
21E Submissions or Applications for Federal Programs 570.206	0	0	0		L		N	
21F HOME Rental Subsidy Payments (subject to 5% cap)	0	0	0		L		N	
21G HOME Security Deposits (subject to 5% cap)	0	0	0		L		N	
21H HOME Admin/Planning Costs of PJ (subject to 5% cap)	0	0	0		L		N	
21I HOME CHDO Operating Expenses (subject to 5% cap)	0	0	0		L		N	
22 Unprogrammed Funds	0	0	0		L		N	
<b>Totals</b>								

## **8.9 Reducing the Number of Poverty Level Families**

The City recognizes that a key component for success is the provision of services that reduce poverty and thereby influences the inherent limiting factors associated with extremely low incomes. The City will focus its efforts to reduce poverty through the continuation of its own actions to retain or create local employment opportunities, and through the encouragement and support of other existing organizations and programs designed to facilitate self-sufficiency. As discussed previously, several of the public service providers are located outside of the jurisdictional boundaries of Marshall, but also provide services to Marshall residents. The Head Start Program is provided through the Marshall I.S.D. Low income residents can also seek employment and job training services through Texas Workforce Center provided through the Texas Workforce Commission.

In an effort to promote and encourage economic and social self-sufficiency, the City will undertake the following actions:

- Support the efforts of the Housing Choice Voucher Homeownership Program that is designed to provide supportive and educational services leading to a decreased dependence on subsidy programs.
- Support the efforts of existing affordable housing programs to reduce the economic impact of rent and homeownership burdens on low-income households.
- Continue to provide economic development incentives utilizing local funds to encourage the retainment and creation of local employment opportunities.
- Continue to support the efforts of the Business Development Center incubator
- Continue to include and enforce requirements of Section 3 in applicable contracts utilizing federal funds.
- Support the efforts of non-profit organizations that provide educational courses in homebuyer and homeowner responsibilities, home maintenance, budgeting, nutrition, parenting, affordable rental units, and other health and human services.
- Support the efforts of public service activities that enhance the quality of life of low-income residents.
- Continue to support public service activities that allow youth to meet their maximum potential and ultimately leave the poverty environment.
- Encourage and initiate efforts to promote collaboration and reduce duplication of effort amongst the region's entities and public service providers.
- Encourage and support the provision of low-cost public transportation to assist in obtaining and retaining employment



## **8.10 Non-Housing Community Development Goals**

The data collection process and review of comments has led to the formation of the City's two goals regarding non-housing community development.

For a listing of potential resources, please refer to *Section 6.15.B* and *Section IV – Institutional Structure*.

### GOAL #4

<b>Encourage the Delivery of Health and Human Services and Economic Opportunities that Encourage Self-Sufficiency, Reduce Poverty, and Assist Low-Income Persons</b>		
<b>Overall Objective Category: Suitable Living Environments</b>		
<b>Specific Objective</b>	<b>Outcome Categories</b>	<b>5-Year Specific Outcome Indicators</b>
Public Services	Improve the Services for Low Income Persons	<u>250 low income households</u> receive supportive health and human services that improve their quality of life
Public Services	Increase Range of Housing Options and Related Services for Persons with Special Needs	<u>250 low income persons</u> or <u>persons with special needs</u> receive supportive services that improve their quality of life

### GOAL #5

<b>Support Public Facilities/Infrastructure and Other Projects and Activities to Provide Safe, Secure and Healthy Environments</b>		
<b>Overall Objective Category: Decent Housing</b>		
<b>Specific Objective</b>	<b>Outcome Categories</b>	<b>5-Year Specific Outcome Indicators</b>
Public Facilities	Improve Quality/Increase Quantity of Public Improvements for Lower Income Persons	5 Public Facility Improvements Projects Completed, including improvements to streets, parks, water, sewer, drainage, infrastructure or community centers located in eligible low-income areas of the City or that provide services primarily to low-income households
Demolition	XXX	Demolition of 10 vacant substandard structures
Code Enforcement	XXX	Identification of 4,000 code violations in low income neighborhoods Completion of 10 Special Neighborhood Clean-Up Campaigns

**Marshall, Texas Local Redevelopment Authority  
Plan for Re-use of the U.S. Army Reserve Center  
At 1209 East Pinecrest in Marshall, Texas**

**Homeless Assistance Submission**

**Section 2. Notices of Interest**

Two Notices of Interest were received from homeless service providers expressing interest in this property as a location from which services to the homeless could be provided. One Notice of Interest was from My Friend's House, which is located at 212 West Bowie in Marshall. The other Notice of Interest was from Bridge of Compassion, which is located at 1500 West Grand in Marshall. A copy of each Notice of Interest is attached on the following pages.

The following excerpt from the Notice of Interest submitted by My Friend's House provides a summary of how My Friend's House proposes to meet a portion of the needs of the homeless by addressing gaps in the continuum of care:

The need for adequate and affordable housing is acute among those who come to the ministry for help. For some, the need is immediate in that they are simply on the street, sleeping in doorways and in old cars, etc. and need temporary emergency housing. For others the need is chronic in that they lack sufficient income to maintain adequate housing. Often children are involved in these situations, thus the need is there, but the facilities for helping them is lacking at this time.

A part of the proposed program is currently in existence and has been successfully operating for some time. However, this proposal would expand an existing program by utilizing the additional space which the reserve center would provide, space that could readily be converted to temporary housing, short-term housing, education, training, employment assistance and ultimately transition to permanent adequate and decent housing.

The following excerpt from the Notice of Interest submitted by Bridge of Compassion provides a summary of how Bridge of Compassion proposes to meet a portion of the needs of the homeless by addressing gaps in the continuum of care:

The Bridge of Compassion plans to expand its services, including working with other agencies to provide a "one-stop" center where homeless individuals can conveniently access all the services they need to move them towards self-sufficiency and permanent housing. Our intent to acquire 1209 East Pinecrest would allow us to meet the escalating

demands of the homeless in our community. Part of our vision includes having an education room for after school program; inviting professionals and other homeless resource providers to house their services in the 4,000 sq feet area. Having this “one-stop” center would not only provide convenience to the homeless, it allows agencies to collaborate and coordinate their resources to maximize the services they are providing to the community. Ultimately, our goal is to give the U.S. Reserve Center a ‘facelift’ that would enhance and bring vitality to the city of Marshall.

It is the determination of the Marshall, Texas Local Redevelopment Authority that neither of the homeless service providers that submitted Notices of Interest will be awarded property. The Army Reserve Center is located adjacent to Marshall High School. It is the determination of the Local Redevelopment Authority that the presence of a facility that would serve the homeless adjacent to a school campus is not a compatible or desirable combination of land uses. Significant resources are devoted to maintaining a secure environment on the Marshall High School campus at any time of the day or evening when school is in session or when school activities are taking place on the campus. Establishing a location at which homeless persons are present adjacent to the campus will add a dimension to the security measures on the campus that can and should be avoided if other locations are available at which services for the homeless can be offered. The location of the Army Reserve Center has good access to other public services such as transportation and infrastructure. Marshall’s size, the presence of social services in the community, and the general distribution of minorities and/or low income persons are such that there are numerous locations in the community that would make equally good or better locations for services to the homeless

***Marshall's My Friend's House, Inc.***  
***212 W. Bowie***  
***Marshall, TX 75670***  
***903-938-1918 903-930-8931 903-927-2427***

April 26, 2010

**Re: Re-Use of U. S. Army Reserve Center, 1209 E. Pinecrest Dr., Marshall, TX**

Frank Johnson, City Manager  
City of Marshall  
P. O. Box 698  
Marshall, TX 75671

Dear Mr. Johnson:

Please accept this as our *Expression Of Interest* in the re-use of the U. S. Army Reserve Center located at 1209 E. Pinecrest Dr., Marshall, TX. (Legal: Acres, 4.355, Lot Pt 236, Subd., OL SE, BLD)

**I. Description of the need for the program:**

The population of Marshall contains those who are either completely homeless or are presently existing in substandard living conditions. The exact number of these persons is unknown. However, extrapolating from available observable data, it would appear that their numbers can be approximated from one to two percent of the general population (60,000 population for Harrison County=6-900). This number could increase substantially as the present economic situation worsens.

Observable phenomena include those individuals appearing to be those visible on the streets apparently carrying their possessions, those who frequent existing feeding programs and those who ask for assistance at local agencies and churches who describe their living situations as less than adequate. My Friend's House is the contact for Habitat for Humanity; many of these requests come from those seeking adequate housing from that organization. Often stories are told of disability due to health-related causes, job loss or loss of income due to lay-offs and downsizing, all factors that result in an inability to pay rents and/or mortgage payments, leading to homelessness. Many who work in agencies and churches with this ever-increasing population report that the need for housing consistently leads the list of presenting problems. Several homeless camps are reported to exist within the city.

**II. Description of the proposed homeless assistance program, including the specific proposed re-use of the property:**

Marshall's My Friend's House, Inc. currently operates a well-stocked thrift store, a feeding program, on-site help with food, clothing, limited financial assistance and referral services, all at

the above address. The agency is staffed by volunteers and has obtained a good reputation in the community resulting in donations of both physical items and funds.

As stated above, the need for adequate and affordable housing is acute among those who come to the ministry for help. For some, the need is immediate in that they are simply on the street, sleeping in doorways and in old cars, etc. and need temporary emergency housing. For others the need is chronic in that they lack sufficient income to maintain adequate housing. Often children are involved in these situations. Thus the need is there, but the facilities for helping them is lacking at this time.

A part of the proposed program is currently in existence and has been successfully operating for some time. However, this proposal would expand an existing program by utilizing the additional space which the reserve center would provide, space that could readily be converted to temporary housing, short-term housing, education, training, employment assistance and ultimately transition to permanent adequate and decent housing.

### **III. Description of the extent to which the program is or will be coordinated with other homeless assistance programs in the communities in the vicinity of the installation:**

No homeless assistance programs exist in the vicinity of the installation, other than a few programs whose primary objectives have to do with behavioral issues, such as substance abuse or societal reentry subsequent to incarceration, thus providing temporary housing for individuals with these issues. There is a shelter for individuals under the age of eighteen. Two of the board members of My Friend's House were associated with this program in the past, one as administrator and one as a direct care worker. Two of the board members have direct involvement with Habitat for Humanity for the Marshall Area, Inc., one choosing sites for houses and the other choosing people to live in the houses. One served as a commissioner for the Housing Authority for the City of Marshall for many years, and was secretary of the board during the planning and building process of a local apartment complex for the mentally disabled built by Sabine Valley Regional MHMR. My Friend's House currently cooperates with these programs, and would continue to do so.

There are homeless assistance programs in nearby cities, such as Longview, Texas to the west, and Shreveport, Louisiana to the east. The only interaction with these facilities to this point has been to refer individuals and families to them, but we would be open to cooperation as the need arises.

### **IV. Information about the physical requirements necessary to implement the program including a description of the buildings and property at the installation that are proposed to carry out the program:**

Assessing the potential use of buildings is problematic without an actual physical inspection of the buildings, but the dimensions of the main building at this location would allow for sufficient space to accommodate basic requirements for individuals to live in the facility. These needs would include, in the main building, a kitchen and eating area, food and supplies storage, bathing facilities, and sleeping areas.

In addition, a common area, offices (for private interaction with the residents, for counseling or problem-solving, and for administrative purposes), classroom(s) for training or presentations, and a recreation and play area for children would be needed and possible.

Classrooms would also be used for training, which could include financial, personal life skills, job-hunting skills, and others as the need became apparent.

The building which was used to service vehicles could be modified to serve as a processing center for the volume of donated clothing and other items currently received (much of which is stored due to lack of space in our current facility) to prepare those for sale or free distribution, while providing training for the residents. Basic clothing and personal hygiene items from this store would be provided to the residents.

The pavilion and surrounding open area could be used as a recreational area, with some space reserved for a garden.

**V. Description of the homeless assistance provider who is submitting the notice, its organizational and legal capacity to carry out the program and its financial plan for implementing the program:**

Marshall's My Friend's House, Inc., is a Texas non-profit corporation, and a 501 (C) (3) tax exempt organization. MFH was established in the fall of 2008, incorporated by the State of Texas on April 22, 2009, and received the IRS tax-exempt letter on December 7, 2009. The program currently is located in a 4,000 square foot leased building located at 212 West Bowie in Marshall, Texas. Current services include a weekly free meal open to anyone, shower facilities and meals served by request to drop-ins. In addition, donated clothing, food and household goods are distributed as needed, either by individual request or referral. Counseling services are available on-site. Funding is through donations, cash from merchandise sales, and rentals from two apartments upstairs.

The current program is conducted by volunteer staff, with occasional activities (e.g., cleaning) done by a part-time contractor. The proposed program would likely require the addition of some paid staff and more volunteers. Funding for this would come from donations, store sales, apartment rentals, and grants.

All support for this program has come from individuals, churches, and businesses. Three local churches include the program on a regular, budgeted basis. These funds would likely increase with increased opportunities to serve. No governmental funds have been sought for the current program, but available grants for this type of facility would be pursued should the facility become available.

The organization has no debts and obligations only for a lease payment and utilities. All expenses have been met on a cash basis.

The board of My Friend's House is composed of individuals with social work experience in the area of child care, public assistance, vocational training, care of the mentally retarded and mentally ill, administration of a mental health facility, community outreach, and counseling. There are three retired educators, one with many years' public school teaching and

administrative experience as well as fund-raising and administrative experience at the university level, one who taught sociology and psychology, and the other a retired professor (taught sociology, psychology, criminal justice, and social work) with university administrative experience, a licensed real estate broker, and a hospital administrator. One of the individuals has held a Child Care Administrator's license. One is a Licensed Professional Counselor (LPC, Texas), and another is a Licensed Bachelor Social Worker (LBSW, Texas). Among them, the experience and expertise to operate such a facility is present.

**VI. Assessment of the time required by the homeless assistance provider to carry out the program:**

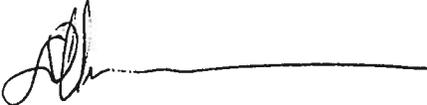
In terms of a timeline for implementation, at least three months subsequent to the acquisition of the facility would be required to make any needed alterations, cleaning, and setup of the facility.

In terms of the actual time required to operate the facility, coverage by staff or qualified volunteers would be required twenty four hours a day, seven days a week.

Respectfully submitted,



Carolyn S. Snow, Ed.D., LPC, President



David R. Snow, D.Min., LBSW

CSS:csb



April 29, 2010

Mr. Frank Johnson  
City Manager  
City of Marshall  
P. O. Box 698  
Marshall Texas 75671

Re: **EXPRESSION OF INTEREST BY HOMELESS SERVICE PROVIDERS  
IN THE REUSE OF THE U.S. ARMY RESERVE CENTER  
1209 East Pinecrest in Marshall, Texas**

Dear Mr. Johnson:

Thank you for including the Bridge of Compassion (BOC) in your consideration of the subject matter. We appreciate the opportunity to submit a tentative proposal for the reuse of the U.S. Army Reserve Center at 1209 East Pinecrest in Marshall, Texas.

The Bridge of Compassion is a 501(C) (3) non-profit charitable organization established in March, 2006. We are presently located in a facility that offers restricted and limited accommodations for our "Homeless Prevention" program. We occupy six rooms which include a receptionist area, coffee/break/storage room, and four office spaces.

We have been an active member of the North East Texas Homeless Consortium (NET), a group formed for the purpose of HUD Continuum of Care plan to end homelessness in our country. NET covers six counties: Gregg, Harrison, Marion, Panola, Rusk and Upshur; and has a membership of approximately one hundred and fifty from eighty agencies within NET's jurisdiction. Members provide various resources to the homeless in the communities. They meet once a month to collaborate and share successes and failures in order to provide a better quality of life to the homeless, without duplicating any service.

NET is part of the Texas Balance of State Continuum of Care (TX BoS CoC). The TX BoS CoC was established to encourage planning and to make funding available to areas not covered by other Texas CoCs. The TX BoS CoC application offers support to communities in the development of comprehensive and long-term solutions to address the homelessness that affects approximately 200,000 men, women, and children each day in Texas.

Each year NET conducts a Point-in-Time Homeless Survey. NET January 2010 survey (a copy attached) portrays a count of 150 unsheltered homeless in the Harrison County area. Due to the shortage of volunteers in Harrison area, a full analysis could not be attained.

Since the inception of our agency, The Bridge of Compassion has served approximately 2,163 homeless and underprivileged individuals in the Marshall/Harrison County area. The demands for homeless care and services continued to increase as accounted by our records of 163 people served since January 2010. Our recent survey of homeless resources in Marshall, reviews that the services available to the homeless are limited even though the demands are growing. The Bridge of Compassion plans to expand its services, including working with other agencies to provide a "one-stop" center where homeless individuals can conveniently access all the services they need to move them towards self-sufficiency and permanent housing. Our intent to acquire 1209 East Pinecrest would allow us to meet the escalating demands of the homeless in our community. Part of our vision includes having an education room for after school program; inviting professionals and other homeless resource providers to house their services in the 4,000 sq feet area. Having this "one-stop" center would not only provide convenience to the homeless, it allows agencies to collaborate and coordinate their resources to maximize the services they are providing to the community. Ultimately, our goal is to give the U.S. Reserve Center a 'facelift' that would enhance and bring vitality to the city of Marshall.

For the past two years, the Bridge of Compassion has been collaborating with several agencies in Marshall to meet the needs of the homeless. Currently, we utilize the Greyhound Bus Service to transport homeless individuals to the nearby communities that provide the services they need. We network with area shelters to provide homeless with safe accommodations; food banks for the needed food, area boutiques and clothing stores, employment agencies for employment opportunities, and more. For the homeless who preferred to stay in the Marshall area, we also operate in conjunction with several motels and restaurants to provide the immediate viable solutions.

To the best of our knowledge, the City of Marshall does not have available shelters for the individuals who are displaced from their homes.

In addition, we network with Salvation Army, Tri-County Community Action, Inc, Women's Center of East Texas, Crisis Center, Marshall Housing and Urban Development Center, Boys and Girls Club, MISD counselors, Literacy Counsel, East Texas Border Health Clinic, Harrison Co. Indigent Care, churches, and businesses. We pride ourselves as being a member of NET Consortium that continuously collaborate and network to ensure that area homeless individuals are given an opportunity to have a better quality of life and move towards independence and self-sufficiency.

The Bridge of Compassion was established as a non-profit charitable organization in March, 2006, to aid and/or provide solutions to clients experiencing challenging circumstances. We provide partial and/or complete financial assistance when funding is available. Our financial plan is to continue with the format that is established, through contributions, donations, and funding.

We have the support of many area agencies including Wellness Pointe and Community Healthcore who are willing to write a Letter of Support for our intent to acquire the US Army Reserve Center at 1209 East Pinecrest in Marshall Texas.

The Bridge of Compassion will continue to collaborate with other agencies to help identify all the resources needed for the homeless to aid them in returning to viable and decent housing in the City of Marshall.

Sincerely,

A handwritten signature in black ink that reads "Conley Keasler". The signature is written in a cursive style with a large initial 'C'.

Conley Keasler  
Executive Director  
Bridge of Compassion

Attachments: About NET and the NET PIT Homeless Survey

## **About North East Texas Homeless Consortium**

In May, 1997 homelessness stakeholders in Gregg County, Texas created the Gregg County Homeless Consortium (Consortium) in order to develop a homeless continuum of care strategy. The Consortium expanded its geographic area in December 1999 to include the adjoining counties of Harrison and Rusk and renamed itself the Gregg Harrison Homeless Consortium and in February 2001 it further expanded to include Upshur, Marion and Panola counties. Our new name North East Texas Homeless Consortium (NET) clearly depicts the areas we are now focusing. The prime function of the Consortium is to facilitate formal and informal collaborative systemic networks between homeless service providers, homeless/formerly homeless individuals, local/state government, lending institutions/housing developers, veteran's service groups, advocacy groups and other stakeholders in order:

- To develop a centralized and coordinated process that minimizes duplicated and overlapping efforts while addressing the needs of each homeless sub-population.
- To develop a regional process of need assessments; service delivery design, development and implementation; and, evaluation of evidenced based outcomes.
- To create strategic, systemic collaboration between local and mainstream service providers.
- To recruit, to the best of its ability, a cross representation of local stakeholders to plan and evaluate system operations in order to address the diverse needs of homeless sub populations including, but not limited to, chronically homeless persons, veterans, persons with serious mental illness, persons with substance abuse issues, persons with HIV/AIDS, persons with co-occurring disorders, victims of domestic violence, victims of sexual assault, youth and others.
- To collect donations to help facilitate the accomplishment of stated goals.

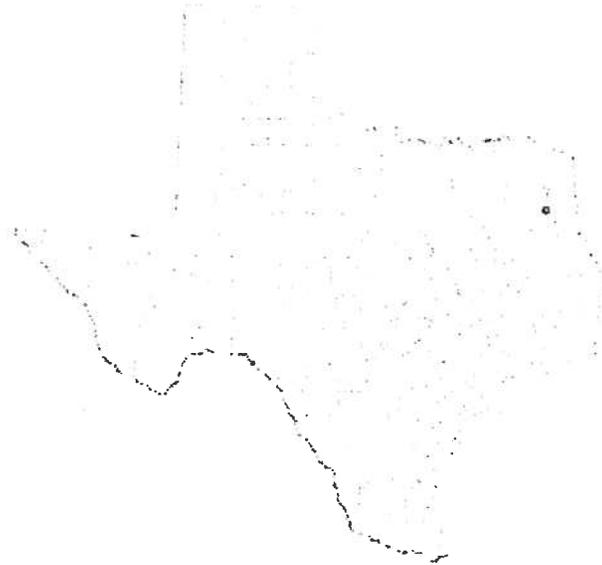
Presently, there are approximately 120 members from 80 area agencies participating in a once-a-month meeting. We meet every 1<sup>st</sup> Monday of the month at different locations hosted by NET members. During the meeting, members enjoy the free lunch and special presentation as they share and collaborate.

NET has a slate of officers (President, 1<sup>st</sup> and 2<sup>nd</sup> Vice-President, Treasurer, Secretaries, Membership, Information and Project Chairs) who help organize and run the Consortium.

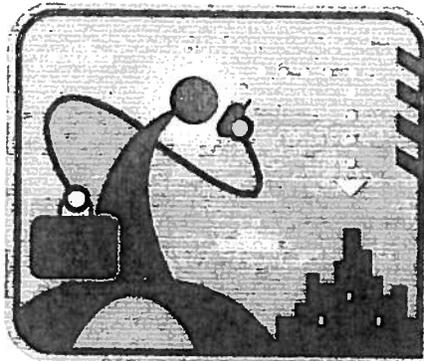
Members work together in collaboration on federal and state funding. This is a very active group and all members agree to share successes, failures and expertise to help other members succeed in their attempt to provide services to meet the needs of the target populations.

If you have any question, please contact NET's President, Iris Stankorb at 903-746-5949 or email her at [iris.stankorb@wellnesspointe.org](mailto:iris.stankorb@wellnesspointe.org).

# North East Texas Homeless Consortium



## Point in Time Homeless Count (Covering Gregg, Harrison, Marion, Panola, Rusk and Upshur Counties) January 29, 2010



Report by: Iris Stankorb  
6- County Homeless Lead Person  
NET 2010 President

January 29, 2010

On January 29, 2010 the North East Texas (NET) Homeless Consortium completed a Point-in-Time (PIT) Count Survey of homeless people, including those:

- ◆ Who resided in **Emergency Shelters** such as Hiway 80 Mission, Hope Haven, House of Hope, Kilgore Crisis Center, Longview Interfaith Hospitality Network, Salvation Army, Women Center of East Texas and Newgate; also included this year are Compassion House and Main St. Mission from Gladewater, and Haven House Ministries, Kilgore;
- ◆ Who resided in **Transitional Housing**: Fredonia House, Hiway 80 Mission (New Creation), Village South, Kirkpatrick, Project Success, SHRT Shelter Plus Care; Outreach Restoration Ministries, and House of Disciples.
- ◆ Who resided in motels in the Longview area; and
- ◆ Who were without shelter: living in cars, campsites, deserted buildings and so forth.

The PIT survey covered six (6) counties which included Gregg, Harrison, Marion, Panola, Rusk and Upshur counties. However, this report targets homelessness in Gregg County area specifically in Longview, Texas where most of our emergency shelters are located and where majority of our homeless were found. The PIT survey not only counted homeless persons but also interviewed more than 288 homeless persons in emergency shelters to try to ascertain from their perspective the dynamics that precipitated homelessness and avenues to facilitate self sufficiency.

Due to the shortage of volunteers in other counties, NET was unable to ascertain a good count of the homeless in those areas. A summary of the unsheltered count for all the counties is reported on Page 4.

Our appreciation to ALL team leaders, members, sponsors, donors, volunteers and homeless who participated in the Point-in-Time Count Survey and the hotdog cookout at Newgate on January 29, 2010. Without each one, this year's PIT survey would not have been successful. Thank you to all shelters who participated and our gratitude to:

**City of Longview – Housing & Development:** Linda Thomas and Karen

**Community Healthcare:** Patty Marino, Sabrina Lang, Ramona Lawson, Mary Lippencott, Beverly Kelley, Susan Martin, Suzanne Kelley, Sue Simmons, Vickie Pate, Sammy Brown and Charles Byeis

**Hiway 80 Mission:** CC, Larry Gower and Rusty Fennell

**OCM House of Hope:** Sister Helen Johnson, Ashley Davidson and Jeanne Howard

**House of Disciples:** Wayne Jones, Pastor Russell, Wiseman Ministries & staff; and "White Chocolate"

**Kool Smiles:** Robin Hunt

**Kilgore Crisis Center:** Eugene Davis and staff

**Longview ISD:** Ron Kent and all his collaborators from other school districts

**Longview Interfaith Hospitality Network:** Doris Ramaly and Angela Rice

**Wellness Pointe/Longview Wellness Center, Inc.:** Iris Stankorb, Jill Craig and our Dental Dept.

**Newgate Mission:** Pastor Jennene Laurinec and Staff

**Outreach Restoration Ministries:** Galanda Anderson

**Real Jobs for Youth:** Debby Puckette and Kaycee Edmonds

**Salvation Army:** Roy Wehrenberg

**Special Health Resources of Texas, Inc.:** Blain Naramore and Timm Dolley

**Women Center of East Texas:** Charlie Perkins and Sandra Fisher

**Others:** Nelda Britt and volunteers who did the unsheltered count;

**Dr. Pepper - Tony Holcomb; 211 of Tyler; Longview News Journal; Dolly Madison**

**Section I - Summary**  
**2010 HOMELESS COUNT IN GREGG, TEXAS**



Total homeless sheltered and unsheltered count in Gregg County area is 611. Out of the 484 sheltered individuals, 470 were from Longview, 3 from Gladewater and 11 from Kilgore.

	<b>Count</b>	<b>Total</b>
<b>UNSHeltered Homeless</b>		
Individuals	94	
<b>Families:</b>		
Adults in Families	21	
Children in Families	12	
Total Families:	12	
<b>TOTAL UNSHELTERED HOMELESS:</b>		<b>127</b>
<b>SHELTERED HOMELESS</b>		
<b>I. Emergency Shelters</b>		
Individuals	208	
<b>Families:</b>		
Adults in Families	18	
Children in Families	28	
Total Families:	13	
<b>TOTAL HOMELESS IN EMERGENCY SHELTERS:</b>		<b>254</b>
<b>Homeless living with Families/Friends counted At Newgate Mission</b>	34	<b>34</b>
<b>II. Transitional Living</b>		
Individuals	111	
<b>Families:</b>		
Adults in Families	49	
Children in Families	36	
Total Families:	33	
<b>TOTAL HOMELESS IN TRANSITIONAL LIVING:</b>		<b>196</b>
<b>TOTAL HOMELESS IN GREGG COUNTY</b>		<b>611</b>
<b>III. Motels in Longview area only</b>		
Individuals	71	
<b>Families:</b>		
Adults in Families	27	
Children in Families	17	
Total Families:	14	
<b>TOTAL HOMELESS LIVING IN MOTELS</b>		<b>115</b>

## Section II – Detailed Report of PIT Survey

### UNSHELTERED COUNT

On January 29, 2010,

- ◆ Members of the North East Homeless Consortium counted unsheltered persons on the streets, at Newgate Mission and various known areas where homeless persons congregate regularly. In Gregg County volunteers visited 11 different homeless campsites.
- ◆ NET also recruited homeless persons to take volunteers to homeless campsites to count and to distribute goody bags.
- ◆ Without available volunteers in Panola, Rusk and Upshur counties, there was no count taken this year again for unsheltered homeless in those areas.

	Gregg	Harrison	Marion	Total
<b>UNSHELTERED HOMELESS</b>				
Individuals	94	150	225	469
<b>Families:</b>				
Adults in Families	21			21
Children in Families	12			12
Total Families:	12			12
<b>TOTAL UNSHELTERED HOMELESS:</b>	<b>127</b>	<b>150</b>	<b>225</b>	<b>502</b>



**Section III – Detailed Report of PIT Survey**  
**SHELTERED COUNT: EMERGENCY SHELTERS & TRANSITIONAL HOUSING**

**A. Emergency Shelters in Gregg County**

Summary of persons in Emergency Shelters in Gregg County on January 29, 2010 includes 274 individuals from Longview, 3 from Gladewater and 11 from Kilgore.

<b>Shelter</b>		<b>Total</b>
<b>Individuals</b>		<b>242</b>
Men	135	
Women	102	
Unaccompanied Youth	5	
<b>Families</b>		<b>13</b>
Adults in Families	18	
Children	28	
<b>Total Persons in Families</b>		<b>46</b>
<b>Total Homeless in Emergency Shelters:</b>		<b>288</b>

Participating **Emergency Shelters** include:

**Longview:** Hiway 80 Rescue Mission, Hope Haven, House of Hope, Longview Interfaith Hospitality Network, Salvation Army of Longview, Women Center of East Texas, and Newgate, **Kilgore:** Kilgore Crisis Center, and Haven House Ministries; **Gladewater:** Compassion House and Main Street Mission.

The count also includes 34 homeless adults visiting Newgate daily for breakfast and lunch who are living temporarily with families and friends. These individuals move from home to home.

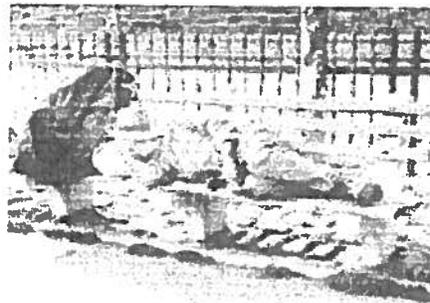


**The number of individuals and families who resided in EMERGENCY SHELTERS in Gregg County on January 29, 2010:**

<b>EMERGENCY SHELTERS:</b>	<b>Hiway 80 Mission</b>	<b>Hope Haven</b>	<b>House of Hope</b>	<b>LIHN</b>	<b>Newgate</b>	<b>Salvation Army</b>	<b>WCET</b>	<b>KCC</b>	<b>Haven House</b>	<b>Main St. Mission</b>	<b>Com- passton House</b>	<b>TOTAL</b>
<b>Individuals</b>	75	12	64		34	48	3	3	2	1		<b>242</b>
Men	75				21	38				1		135
Women		12	59		13	10	3	3	2			102
Youth			5									5
<b>Families:</b>		4	1	2		4	0	1			1	<b>13</b>
Adults		6	1	3		5	0	1			2	18
Children		9	1	4		9	0	5				28
<b>TOTAL:</b>	<b>75</b>	<b>27</b>	<b>66</b>	<b>7</b>	<b>34</b>	<b>62</b>	<b>3</b>	<b>9</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>288</b>

Below factors that contributed to homelessness are based on Shelter Providers' Perceptions only. Percentage is calculated based on 250 adult/youth persons from 7 shelters.

<b>Characteristics</b>	<b>Hiway 80 Mission</b>	<b>Hope Haven</b>	<b>House of Hope</b>	<b>LIHN</b>	<b>Newgate</b>	<b>Salvation Army</b>	<b>WCET</b>	<b>KCC</b>	<b>TOTAL (Count%)</b>
Illness	5	1			5	3			14 (5.6%)
Job Loss	44	6		1	18	26			95 (38%)
Mental Disorder	17	5	42	1	8	5			78 (31.2%)
Substance Abuse	5	7	18	2	5	6			43 (17.2%)
Chronic Physical Disorder	19	5	41		7	7		1	80 (32.0%)
Developmental Disabilities	1		17		0				18 (7.2%)
Domestic Violence	0	6	13		5	1	3	4	32 (12.8%)
Others				1		1			2 (0.8%)
<b>Veterans</b>	14	1	0	0	0	6		1	22 (8.8%)



**Interviews of Homeless Men in Emergency Shelters at  
Hiway 80 Mission and Salvation Army**

No. Interviewed: 113 (Race: White – 60.2%, Black – 30.1%, Hispanic – 9.7%)  
Average Length of Homelessness out of the last 12 months: 4.8 months

Chronically Homeless: 37 (32.7%) Veterans: 20 (17.7%)

<b>Number Homeless Persons with Disabilities</b>			
Chronic Physical	21 (18.6%)	Mental Illness	19 (16.8%)
<b>What Caused Homelessness</b>			
Illness	7 (6.2%)	Job Loss	65 (57.5%)
Substance Abuse	6 (5.3%)	Mental Illness	11 (9.7%)
Prison/Legal	6 (5.3%)	Dom. Violence	3(2.6%)
<b>What will Help Break the Cycle of Homelessness</b>			
Disability Income	15 (13.3%)	SA Treatment	4 (3.5%)
MH Treatment	8 (7.1%)	Job Training/Placement	73 (64.6%)
Transitional Housing	30 (26.5%)	Subsidized Housing	28 (24.8%)
Medical Services	8 (7.1%)	Other	9 (7.8%)

**Interviews of Homeless Women in Emergency Shelters at  
House of Hope, Hope Haven, and Salvation Army**

No. Interviewed: 86  
(Race: White – 73.2%, Black – 18.6%, Hispanics – 5.8%, Other – 2.3%)  
Average Length of Homelessness out of the last 12 months: 7.5 months

Chronically Homeless: 23 (26.7%) Veterans: 1 (1.1%)

<b>Number Homeless Persons with Disabilities</b>			
Physical	57 (62.3%)	Mental Illness	47 (54.6%)
<b>What Caused Homelessness</b>			
Illness	4 (4.6%)	Job Loss	15 (17.4%)
Substance Abuse	15(17.4%)	Mental Illness	18 (20.9%)
Prison /Legal	0	Dom. Violence	23 (26.7%)
Other-family	38(44.2)		
<b>What will Help Break the Cycle of Homelessness</b>			
Disability Income	41 (47.7%)	SA Treatment	11 (12.8%)
MH Treatment	35 (40.7%)	Job Training/Placement	45 (52.3%)
Transitional Housing	73 (84.9%)	Subsidized Housing	71 (82.6%)
Medical Services	29 (33.7%)	Transportation	0 (0%)

Note: 26.7% of the women interviewed are receiving SSI & SSD!

## Homeless Families in Emergency Shelters & Transitional Housing – Gregg County

Number of Families: 46

Number of Adults in Families: 67

Number of Children: 64



Average Length of Homelessness: 10 Months , 8 days

What Caused Homelessness			
Job Loss	5 (10.9%)	Illness	33(71.7%)
Substance Abuse	19 (41.3%)	Mental Illness	13 (28.3%)
Dom. Violence	8 (17.4%)	Pregnancy	0 (0%)
Legal	2 (4.3%)	Family Breakdown	4 (8.7%)
HIV	28 (60.9%)	Lack of Affordable Housing	6 (13.0%)

What Adults Need to Break the Cycle of Homelessness			
Job Training/placement	17(37.0%)	Disability Income	3 (6.5%)
Substance Abuse Treatment	20(43.5%)	Mental Illness Treatment	14 (30.4%)
Subsidized Housing	13(28.3%)	Medical Services	3 (6.5%)
Transitional Housing	12(26.1%)	Others (Transport, Legal)	10 (21.7%)

What the Children Need to Break the Cycle of Homelessness			
School Support	9 (19.6%)	Medical Care	7(15.2%)
Substance Abuse Treatment	0 (0%)	Mental Health Care	1 (2.2%)
Good, affordable Day Care	12 (26.1%)	Legal Advocacy	2 (4.3%)
Parenting Classes	0 (0%)	Other: Diapers, Formula, etc.	1 (2.2%)

Emergency Shelters include: Gladewater- Compassion House; Kilgore - Kilgore Crisis Center; Longview - Hope Haven, House of Hope, Longview Interfaith Hospitality Network, and Salvation Army  
Transitional Housing includes: Kirkpatrick, Outreach Redemption House, Project Success and Special Health Resources of Texas – all located in Longview.

Calculations and percentage based on interviews of 46 adults in 46 families.



**Section IV**  
**INTERVIEWS AT NEWGATE MISSION, LONGVIEW**

**HOMELESS INDIVIDUALS' PERSPECTIVE**

County: **Gregg**

City: **Longview**

Newgate United Methodist Mission of Longview is located at 207 S. Mobberly Avenue. Newgate serves meals (breakfast and lunch) and provides day shelter to homeless daily.

Total Individuals Interviewed: **55** Sheltered Individuals: **34** Unsheltered Individuals: **21**

Males: **38 (69.1%)** Females: **17 (30.9%)** Chronically Homeless: **6 (10.9%)**

**Race:** White: 25 (45.5%), Black: 25 (45.5%), Hispanic: 3 (5.4%), Other: 2 (3.6%)

Veteran: **1 (1.8%)** Average No. of Months Homeless this episode: **7.8 months**

<b>Disabilities</b>			
Physical Illness	11 (20%)	Substance Abuse*	8 (14.5%)
Mental Illness	17 (30.9%)*	AIDS/AIDS	0

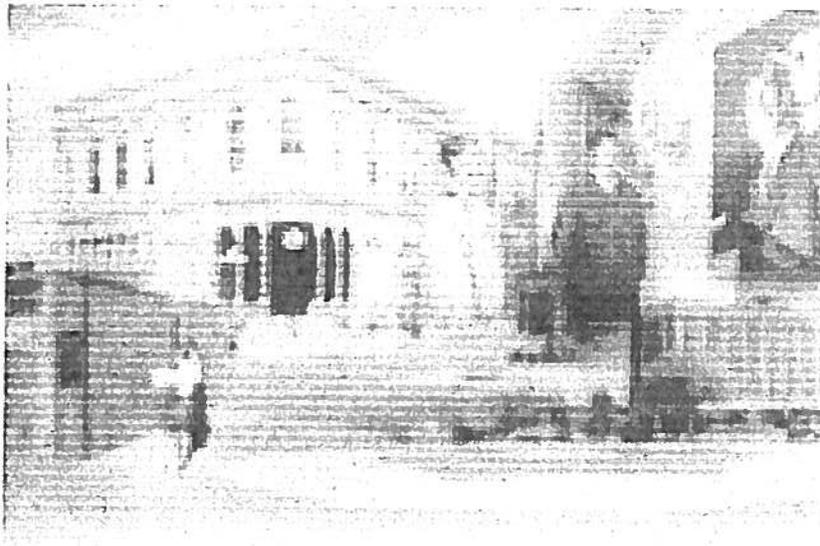
<b>What Caused Homelessness</b>			
Illness	6 (10.9%)	Job Loss	27 (49.1%)
Substance Abuse	7 (12.7%)*	Mental Illness	11 (20%)*
Prison/Legal	1 (1.8%)	Dom. Violence	6 (10.9%)

<b>Breaking the Cycle of Homelessness</b>			
Disability Income	6 (10.9%)	SA Treatment*	8 (14.5%)
MH Treatment	6 (10.9%)*	Job Training/Placement	34 (61.8%)*
Transitional Housing*	23 (41.8%)	Subsidized Housing	29 (52.7%)*
Medical Healthcare	7 (12.7%)	Transportation	0

**Comments:**

- Seventeen percent of the respondents indicated that Mental Illness was a disability (i.e. major problem); however, 20% said it contributed to their homelessness and 10.9% said that treatment would help break the cycle of homelessness. Emotional misery associated with homelessness is one of the biggest complaints, which interviewees indicated would stop when they receive stable housing.
- Fourteen point five percent of the respondents indicated that Substance Abuse was a disability (i.e. major problem) but only 12.7% said it contributed to their homelessness and 14.5% said that treatment would help break the cycle of homelessness.
- Transitional housing is interpreted by the homeless to mean a stable place to live, available food and agency supports (for telephone and transportation) to find work.

4. What homeless persons want to break the cycle of homelessness is a decent job (61.8%) and housing affordability - 52.7% expressed their need for subsidized housing and 41.8%, for transitional housing.
5. A small percentage (10.9%) of those interviewed were suffering from mental health and physical health problems and needed help to apply for disability income. Twelve (21.8%) of those interviewed were receiving SSI and SSDI benefits.
6. Twenty percent suffered many years of physical health disparity; however, only 10.9% said it contributed to their homelessness and 12.7% indicated the need for medical healthcare to help break the cycle of homelessness.



**Marshall, Texas Local Redevelopment Authority  
Plan for Re-use of the U.S. Army Reserve Center  
At 1209 East Pinecrest in Marshall, Texas**

**Homeless Assistance Submission**

**Section 3. Legally Binding Agreements**

No legally binding agreements are part of this submission because the Local Redevelopment Authority has determined that neither of the homeless service providers that submitted Notices of Interest should be awarded property.

**Marshall, Texas Local Redevelopment Authority  
Plan for Re-use of the U.S. Army Reserve Center  
At 1209 East Pinecrest in Marshall, Texas**

**Homeless Assistance Submission**

**Section 4. Balance**

The determination of the Local Redevelopment Authority not to award the Army Reserve Center to either of the homeless service providers that expressed interest is based on trying to find an appropriate balance between the needs of the homeless and the needs of the community for economic redevelopment and other development. As stated in the Redevelopment Plan, it is the recommendation of the Local Redevelopment Authority that the property go to the Harrison County Veteran's Group for development as a Veteran's Center and Museum. Use of the property by a local Veteran's organization will not create any conflicts or incompatibilities adjacent to Marshall High School. The Veteran's Center and Museum will provide a location at which local Veterans can be honored, and it will also provide a location where school children, residents of the community, and visitors to the community can be made aware of the sacrifices Veterans have made to defend our country.

In 2007 the community embarked on a program to increase tourism as an economic development tool to improve business opportunities for tourism-related businesses in the community. A tourism plan was developed in 2007 that highlighted entertainment arts as the focus of the tourism development efforts of the community. The plan was adopted by the Marshall City Commission in August, 2007. The plan identified existing activities in the community such as the Harrison County Historical Museum, the Michelson Museum of Art, and the Texas & Pacific Railroad Museum in the historic Marshall Depot as excellent diversions for tourists to visit while they are in Marshall. The museum that will be in the Veteran's Center and Museum dovetails nicely into this effort. It will immediately become a desirable addition to the diversions that are available in Marshall for visitors and tourists and will enhance the tourism experience in Marshall in keeping with the stated goals in the tourism plan. In the Community Prosperity section of the General Plan for the City of Marshall there is a goal that states that the City of Marshall should assist the Chamber of Commerce with tourism development. The General Plan was approved by the Marshall City Commission in December, 2006. Development of the tourism plan was a step toward implementation of the General Plan. Use of the Army Reserve Center as a Veteran's Center and Museum supports implementation of the goal to assist with tourism development.

Selection of the Veteran's Center and Museum as the preferred user of this property does not mean that the needs of homeless persons are addressed fully and completely in Marshall. The needs are still there and they continue to need attention. However,

placement of a homeless service center next to the campus of a high school is not considered to be compatible and appropriate. Other locations should be sought for the expansions of service proposed by the two organizations that submitted Notices of Interest. The needs should be balanced in an appropriate way community-wide. A location should not necessarily be devoted to homeless services simply because it becomes available. Consideration should be given to compatibility with surrounding uses. In this case the Army Reserve Center in Marshall is not considered to be an appropriate location in which to establish services for homeless persons.

It is indicated in the Notice of Interest submitted by Bridge of Compassion that shelters are not available in Marshall for individuals who are displaced from their homes. The City of Marshall currently provides some funding to organizations that assist people who become displaced from their homes for various reasons. The Notice of Interest from Bridge of Compassion indicates that there is still a gap in meeting this need for temporary housing for persons displaced from their homes. As a way of achieving some balance between the needs of the homeless and the redevelopment of the U.S. Army Reserve Center as a Veterans Center and Museum, the City of Marshall can provide funding to Bridge of Compassion in an amount that is similar to what it provides to other organizations to provide additional assistance with meeting this identified gap in service to the homeless.

**Marshall, Texas Local Redevelopment Authority  
Plan for Re-use of the U.S. Army Reserve Center  
At 1209 East Pinecrest in Marshall, Texas**

**Homeless Assistance Submission**

**Section 5. Outreach**

Two types of outreach were undertaken to give homeless service providers an opportunity to become aware of the availability of the Army Reserve Center and submit a Notice of Interest.

The first outreach was accomplished by publishing a notice in the local newspaper of general circulation, The Marshall News Messenger, about the availability of the property and the submission of a Notice of Interest. The advertisement appeared on October 6, 2006 and interested organizations were given 90 days until January 3, 2007 to submit a Notice of Interest. No organizations that provide services to the homeless responded to the notice in the newspaper. A copy of the notice along with a copy of the affidavit of publication is attached.

The second outreach was accomplished by mailing letters to homeless service providers identified in the Longview-Marshall Continuum of Care Plan. Most of these organizations are located approximately 25 miles west of Marshall in Longview, Texas. Notices were also mailed to organizations in Marshall that are local counterparts in Marshall to some of the organizations listed in the Continuum of Care Plan. Notices were mailed to 41 organizations. A list of the organizations to which letters were mailed is attached. Also attached are examples of letters mailed to these organizations. These organizations were given three weeks to respond with a Notice of Interest. As has been noted, two organizations in Marshall responded. A third organization, House of Hope in Longview, inquired and expressed interest but did not respond.

**Exhibit 3  
Newspaper Notice  
Regarding Notices of Interest and  
Site Workshop**

Page 1 of 2

**Redevelopment Plan  
U.S. Army Reserve Center  
Marshall, Texas  
2007**

**Availability of Surplus Federal Property to State and Local Eligible Parties,  
Including Homeless Service Providers  
(City of Marshall Local Redevelopment Authority)**

As required by the Base Closure Community Redevelopment and Homeless Assistance Act of 1994, as amended (the Redevelopment Act) and its implementing regulations, the City of Marshall Local Redevelopment Authority for the U.S. Army Reserve Center at 1209 East Pinecrest Drive is seeking notices of interest (NOIs) for surplus property at the installation.

State and local governments, homeless service providers and other interested parties may submit NOIs no later than 5 p.m. on Wednesday, January 3, 2007. A listing of surplus property at the U.S. Army Reserve Center at 1209 East Pinecrest Drive was published by the Department of Defense in the Federal Register on May 9, 2006. The complete listing can be obtained by calling the LRA contact person identified below.

NOIs for homeless assistance may be submitted by any State or local government agency or private nonprofit organization that provides or proposes to provide services to homeless persons and/or families residing in the City of Marshall.

A workshop will be held at the U.S. Army Reserve Center at 1209 East Pinecrest Drive on Wednesday, November 1, 2006 at 10:00 am, which will include an overview of the base redevelopment planning process, a tour of the installation, information on any land use constraints known at the time, and information on the NOI process. To register for this workshop, please call the LRA contact person identified below by October 25, 2006. Attendance at this workshop is not required to submit an NOI, but is highly encouraged.

NOIs from homeless service providers must include: (i) a description of the homeless assistance program that the homeless service provider proposes to carry out at this location; (ii) a description of the need for the program; (iii) a description of the extent to which the program is or will be coordinated with other homeless assistance programs in the communities in the vicinity of the U.S. Army Reserve Center at 1209 East Pinecrest Drive; (iv) information about the physical requirements necessary to carry out the program, including a description of the buildings and property at the U.S. Army Reserve Center at 1209 East Pinecrest Drive that are necessary in order to carry out the program; (v) a description of the financial plan, the organizational structure and capacity, prior experience, and qualifications of the organization to carry out the program; and (vi) an assessment of the time required to commence carrying out the program.

Entities interested in obtaining property through a public benefit conveyance (PBC), other than a homeless assistance conveyance, are invited to contact the following Federal agency offices to find out more about each agency's PBC program and to discuss with the agency the entity's potential for qualifying for a conveyance of property:

**For Park and Recreation Uses:**

National Park Service-Southeast Regional Office  
100 Alabama Street S.W.  
Atlanta, Georgia 30303-8701

**For Self-help Housing:**

HUD Greensboro Field Office  
Ashville Building  
1500 Pinecroft Rd., Suite 401  
Greensboro, NC 27407-3707

**For Educational Uses:**

U.S. Department of Education  
Federal Real Property Assistance Program  
400 Maryland Avenue, SW, 2E115  
Washington, DC 20202-4553

**For Airports:**

Federal Aviation Administration  
Airports Division, ASO-600.  
1701 Columbia Avenue  
College Park, GA 30337

**For Health Care:**

The U.S. Dept. of Health and Human Services  
Division of Property Management/PSC  
Parklawn Building, Room 5B-41  
5600 Fishers Lane  
Rockville, MD 20857

**For Seaports:**

Maritime Administration  
U.S. Department of Transportation  
400 7th Street, SW  
Washington, D.C. 20590

**For Prisons & Law Enforcement:**

Bureau of Justice Assistance  
810 Seventh Street NW  
Washington, DC 20531

**For Emergency Management:**

Facilities Management & Services  
Division FEMA  
500 C Street, SW, #505  
Washington, DC 20472

NOIs for PBCs must include: (i) a description of the eligibility for the proposed transfer, (ii) the proposed use of the property, including a description of the buildings and property necessary to carry out such proposed use, (iii) time frame for occupation, and (iv) the benefit to the community from such proposed use, including the number of jobs the use would generate.

For additional information or to register for the workshop, contact Frank Johnson by mail at P.O. Box 698 Marshall, Texas 75671 or by phone at 903-935-4418.

# Proof of MARSHALL NEWS MESS

P.O. BOX 730  
MARSHALL, TEXAS 75501

RECEIVING SLIP DATE 11/27/06  
P.O. # \_\_\_\_\_ DEPT. \_\_\_\_\_  
VENDOR # 59680  
ACCT. # 01-0312-12-00  
RECEIVED BY: RF  
APPROVED BY: J. Cochran

**on**  
**NGER**  
(936) 935-7914

Ad# 309399

\$310.00

Exhibit 3  
Newspaper Notice  
Regarding Notices of Interest and  
Site Workshop

Page 2 of 2

See  
attached

Redevelopment Plan  
U.S. Army Reserve Center  
Marshall, Texas  
2007

STATE OF TEXAS  
COUNTY OF HARRISON

On this 8th day of November, 20 06  
personally appeared before me the undersigned, a Notary Public  
in and for said county and state.

Reguline English

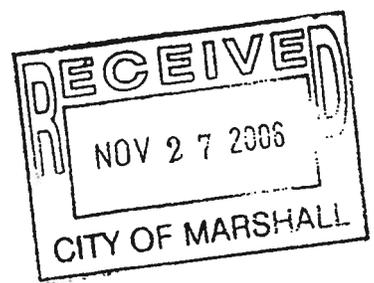
of the MARSHALL NEWS MESSENGER, a daily newspaper  
published at MARSHALL, County of HARRISON, State of  
TEXAS, who, being by me duly sworn, states that the attached  
advertisement, a true copy of which is hereto annexed, was  
published in said newspaper in its issues thereof on the following  
dates:

- 1st day of October 20 06
- \_\_\_\_\_ day of \_\_\_\_\_ 20 \_\_\_\_\_

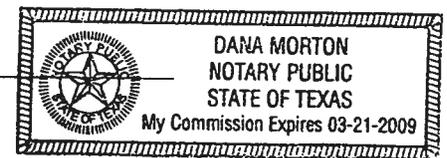
Subscribed and sworn to before me this 8th  
day of November 20 06.

Dana Morton

Notary Public, Harrison County, Texas



My Commission expires 3-21-09



**List of Homeless Service Providers  
Named in Longview/Marshall Area Continuum of Care Plan**

**State Government Agencies**

Texas Department of Rehabilitative Services  
4105 Victory Drive  
Marshall, Texas 75672  
903-938-8805

**Local Government Agencies**

Gregg County  
The Honorable Bill Stoudt  
Gregg County Judge  
101 East Methvin  
Longview, Texas  
903-236-8420

City of Longview  
Mr. David Willard  
City Manager  
300 West Cotton Street  
Longview, Texas  
903-237-1021

**Public Housing Agencies**

City of Longview-Housing and Community Development  
140 East Tyler Street  
Longview, Texas  
903-237-1235

**School Systems/Universities**

LeTourneau University  
2100 South Mobberly Avenue  
Longview, Texas  
903-233-3000

**Law Enforcement/Corrections**

Sheriff Tom McKool  
Harrison County Sheriff's Office  
200 West Houston Street  
Marshall, Texas 75670  
902-923-4000

**Local Workforce Investment Act (WIA) Boards**

Texas Work Force  
2430 South High Street  
Longview, Texas 75602  
903-758-1783

**Non-Profit Organizations**

Women's Center of East Texas  
1415 McCann Road  
Longview, Texas 75601  
903-295-7846

Special Health Resources for Texas, Inc.  
2020 Bill Owens Parkway, Suite 230  
Longview, Texas 75604  
903-234-0776

Real Jobs for Youth  
515 N. Court Street  
Longview, Texas 75601  
903-757-7544

East Texas Council on Alcoholism and Drug Abuse  
708 Glencrest Lane  
Longview, Texas 75601  
903-753-7633

Sabine Valley Center/Community Healthcore  
103 Woodbine Place

Longview, Texas 75601  
903-297-3046

Kilgore Community Crisis Center  
905 Broadway Blvd.  
Kilgore, Texas 75662  
903-984-3019

The Salvation Army  
519 East Cotton Street  
Longview, Texas 75601  
903-753-4511

Longview Wellness Center  
1107 East Marshall Avenue  
Longview, Texas 75601  
903-758-2610

Association of Retarded Citizens of Gregg County  
601 West Boyd Street  
Longview, Texas 75601  
903-753-0723

Piney Woods Chapter of the American Red Cross  
1604 East State Highway 31  
Longview, Texas 75604  
903-753-5591

Literacy Council  
320 East Methvin  
Longview, Texas 75601  
903-757-9302

### **Faith-Based Organizations**

Hope Haven Emergency Shelter  
3004 West Marshall  
Longview, Texas 75604  
903-234-2583

Hiway 80 Rescue Mission  
3117 West Marshall  
Longview, Texas 75601  
903-759-9875

Longview Interfaith Hospitality Network  
700 North Edith Street  
Longview, Texas 75601  
903-234-8343

Newgate United Methodist Ministries, Inc.  
207 South Mobberly Avenue  
Longview, Texas 75602  
903-757-6146

Outreach Restoration Prison Ministries  
1309 West Marshall  
Longview, Texas 75604  
903-753-5973

Longview Community Ministries  
405 North Fifth Street  
Longview, Texas 75601  
903-753-3561

Bridge of Compassion  
1500 West Grand Avenue  
Marshall, Texas 75670  
903-923-9927

House of Hope  
3011 West Marshall  
Longview, Texas 75604  
903-295-0904

**Funders/Advocacy Groups**

Advocacy, Inc.  
211 West Tyler Street  
Longview, Texas 75601  
903-758-8888

National Alliance on Mental Illness of Greater Longview  
[hxelectric@aol.com](mailto:hxelectric@aol.com)  
Paula Hendrix

Greater Longview United Way

310 South Fredonia Street  
Longview, Texas 75601  
903-758-0191

**Hospitals/Medical Representatives**

Brentwood Hospital

Brentwood Outreach Center        ???????  
2020 Bill Owens Parkway, Suite 170  
Longview, Texas 75604  
903-297-1712

Good Shepherd Medical Center  
700 East Marshall Avenue  
Longview, Texas 75601  
903-315-2000

East Texas Border Health Center  
401 North Grove  
Marshall, Texas 75670  
903-938-1146

Longview Wellness Center  
1107 East Marshall Avenue  
Longview, Texas 75601  
903-758-2610

repeat – see Non-Profits

Additional Contacts not named in the Continuum of Care Plan that are counterparts in Marshall to organizations named in the Continuum of Care Plan

Ms. Joyce Hammers  
Marshall-Harrison County Literacy Council  
700 West Houston Street  
Marshall, Texas 75670  
903-935-0962

Association of Retarded Citizens Harrison County  
2005 Warren Drive  
Marshall, Texas 76572  
903-938-7571

Mr. Milton Williams  
Executive Director  
Marshall Housing Authority  
1401 Poplar Street  
Marshall, Texas 75670  
903-938-0717

Mr. Darrell Riley  
American Red Cross of Harrison County  
Poplar Street  
Marshall, Texas 75670  
903-935-3602

Mr. Russ Collier  
Good Shepherd Medical Center-Marshall  
811 South Washington  
Marshall, Texas 75670  
903-927-6000

East Texas Work Force Center – Marshall  
4300 East End Blvd. South  
Marshall, Texas 75672  
903-935-7814

The Honorable Richard Anderson  
Harrison County Judge  
200 West Houston, Room 300  
Marshall, Texas 75670  
903-935-8401



CITY OF

# Marshall

P.O. Box 698

Texas 75671-0698

www.marshalltexas.net

Mayor & City  
Commission  
(903) 935-4421

City Manager  
(903) 935-4418

Assistant  
City Manager  
(903) 935-4419

City Secretary  
(903) 935-4450

Engineering  
(903) 935-4401

Event Facilities  
(903) 935-4423

Finance  
(903) 935-4445

Fire Chief  
(903) 935-4580

Human Resources  
(903) 935-4425

Library  
(903) 935-4465

Parks and  
Recreation  
(903) 935-4470

Planning and  
Community  
Development  
(903) 935-4459

Police Chief  
(903) 935-4520

Public Works  
(903) 935-4485

Purchasing  
(903) 935-4423

Water/Waste  
Water Utilities  
(903) 935-4485

April 8, 2010

Women's Center of East Texas  
1415 McCann Road  
Longview, Texas 75601

To Whom It May Concern:

The U.S. Army Reserve Center at 1209 East Pinecrest in Marshall has been targeted for closure by the Base Realignment and Closure Commission. The City of Marshall has formed a Local Redevelopment Authority to develop a plan for the reuse of the Army Reserve Center. The property consists of two buildings on approximately 3.5 acres. The main building contains approximately 4,000 square feet and includes classrooms, offices, restrooms, a kitchen/break room, and an equipment room. The smaller building on the property is used for servicing vehicles. The property has approximately 250 feet of frontage on a major thoroughfare in the southern part of Marshall and backs up to a creek that occasionally inundates a small portion of the rear part of the property.

As required by the McKinney Homeless Assistance Act, the City of Marshall as the Local Redevelopment Authority for this installation must give homeless service providers an opportunity to notify the City of Marshall of their possible interest in submitting a proposal for the possible reuse of the property by their organization. Your organization is identified in the Longview/Marshall Continuum of Care Plan as a provider of a service or services to the homeless. As you know, the purpose of the Continuum of Care Plan is to identify services that are available to the homeless in an area and also to identify gaps in services that need to be filled to provide a continuum of care to persons and families that are homeless for any reason and for any length of time. The goal is to provide a range of necessary assistance for these persons or families to aid them in returning to viable and decent housing. In compliance with the requirements of the McKinney Homeless Assistance Act, your organization is invited to submit an expression of interest in utilizing this property to provide the homeless services offered by your organization.

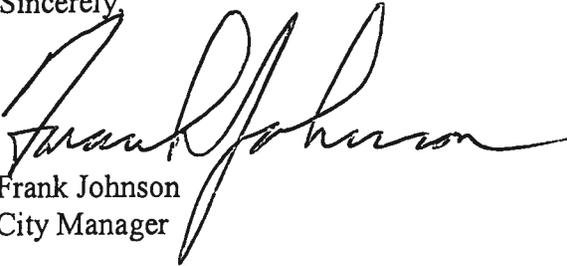
Expressions of interest must be prepared in compliance with the information sheet that is enclosed with this notice. It is especially important that your organization be able to demonstrate a sound financial plan to be able to reuse this property in a

April 8, 2010  
Page 2

reasonable amount of time to meet the needs of homeless individuals and families in the vicinity of the property.

The expression of interest must be received no later than 5:00 p.m. on Friday, April 30, 2010. One copy of the expression of interest should be submitted to Frank Johnson by regular mail at P.O. Box 698, Marshall, Texas 75671, by overnight courier to 401 South Alamo, Marshall, Texas 75670, or by email to [fjohnson@marshalltexas.net](mailto:fjohnson@marshalltexas.net) with Army Reserve Center noted in the subject line. Questions about the submittal should be directed to Mr. Johnson by email to [fjohnson@marshalltexas.net](mailto:fjohnson@marshalltexas.net) with Army Reserve Center noted in the subject line or by telephone to 903-935-4418.

Sincerely,



Frank Johnson  
City Manager

Enc

**Information Sheet  
for  
Expressions of Interest by Homeless Service Providers  
in the Reuse of the U.S. Army Reserve Center  
at 1209 East Pinecrest in Marshall, Texas**

Expressions of interest in the reuse of this property should contain the following information:

- A description of the need for the program;
- A description of the proposed homeless assistance program, including the specific proposed re-use of the property;
- A description of the extent to which the program is or will be coordinated with other homeless assistance programs in the communities in the vicinity of the installation;
- Information about the physical requirements necessary to implement the program, including a description of the buildings and property at the installation that are proposed to carry out the program;
- A description of the homeless assistance provider who is submitting the notice, its organizational and legal capacity to carry out the program, and its financial plan for implementing the program; and
- An assessment of the time required by the homeless assistance provider to carry out the program.



CITY OF

# Marshall

P.O. Box 698

Texas 75671-0698

[www.marshalltexas.net](http://www.marshalltexas.net)

Mayor & City  
Commission  
(903) 935-4421

City Manager  
(903) 935-4418

Assistant  
City Manager  
(903) 935-4419

City Secretary  
(903) 935-4450

Engineering  
(903) 935-4401

Event Facilities  
(903) 935-4423

Finance  
(903) 935-4445

Fire Chief  
(903) 935-4580

Human Resources  
(903) 935-4425

Library  
(903) 935-4465

Parks and  
Recreation  
(903) 935-4470

Planning and  
Community  
Development  
(903) 935-4459

Police Chief  
(903) 935-4520

Public Works  
(903) 935-4485

Purchasing  
(903) 935-4423

Water/Waste  
Water Utilities  
(903) 935-4485

April 9, 2010

Mr. Darrell Riley  
American Red Cross of Harrison County  
1201 A Louisiana  
Marshall, Texas 75670

Dear Mr. Riley:

The U.S. Army Reserve Center at 1209 East Pinecrest in Marshall has been targeted for closure by the Base Realignment and Closure Commission. The City of Marshall has formed a Local Redevelopment Authority to develop a plan for the reuse of the Army Reserve Center. The property consists of two buildings on approximately 3.5 acres. The main building contains approximately 4,000 square feet and includes classrooms, offices, restrooms, a kitchen/break room, and an equipment room. The smaller building on the property is used for servicing vehicles. The property has approximately 250 feet of frontage on a major thoroughfare in the southern part of Marshall and backs up to a creek that occasionally inundates a small portion of the rear part of the property.

As required by the McKinney Homeless Assistance Act, the City of Marshall as the Local Redevelopment Authority for this installation must give homeless service providers an opportunity to notify the City of Marshall of their possible interest in submitting a proposal for the possible reuse of the property by their organization. Your organization has been identified as the type of organization that might provide a service or services to the homeless. As you may know, the U.S. Department of Housing and Urban Development advocates a Continuum of Care approach to provide services to the homeless. In this Continuum of Care approach, available services are identified and gaps in services are also identified that need to be filled to provide a continuum of care to persons and families that are homeless for any reason and for any length of time. The goal is to provide a range of necessary assistance for these persons or families to aid them in returning to viable and decent housing. In compliance with the requirements of the McKinney Homeless Assistance Act, your organization is invited to submit an expression of interest in utilizing this property to provide the homeless services offered by your organization.

Expressions of interest must be prepared in compliance with the information sheet that is enclosed with this notice. It is especially important that your organization be able to demonstrate a sound financial plan to be able to reuse this property in a

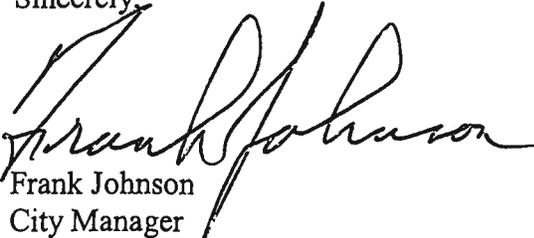
April 9, 2010

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reasonable amount of time to meet the needs of homeless individuals and families in the vicinity of the property.

The expression of interest must be received no later than 5:00 p.m. on Friday, April 30, 2010. One copy of the expression of interest should be submitted to Frank Johnson by regular mail at P.O. Box 698, Marshall, Texas 75671, by overnight courier to 401 South Alamo, Marshall, Texas 75670, or by email to [fjohnson@marshalltexas.net](mailto:fjohnson@marshalltexas.net) with Army Reserve Center noted in the subject line. Questions about the submittal should be directed to Mr. Johnson by email to [fjohnson@marshalltexas.net](mailto:fjohnson@marshalltexas.net) with Army Reserve Center noted in the subject line or by telephone to 903-935-4418.

Sincerely,



Frank Johnson  
City Manager

Enc

**Information Sheet**  
**for**  
**Expressions of Interest by Homeless Service Providers**  
**in the Reuse of the U.S. Army Reserve Center**  
**at 1209 East Pinecrest in Marshall, Texas**

Expressions of interest in the reuse of this property should contain the following information:

- A description of the need for the program;
- A description of the proposed homeless assistance program, including the specific proposed re-use of the property;
- A description of the extent to which the program is or will be coordinated with other homeless assistance programs in the communities in the vicinity of the installation;
- Information about the physical requirements necessary to implement the program, including a description of the buildings and property at the installation that are proposed to carry out the program;
- A description of the homeless assistance provider who is submitting the notice, its organizational and legal capacity to carry out the program, and its financial plan for implementing the program; and
- An assessment of the time required by the homeless assistance provider to carry out the program.

The expression of interest must be received no later than 5:00 p.m. on Friday, April 30, 2010. One copy of the expression of interest should be submitted to Frank Johnson by regular mail at P.O. Box 698, Marshall, Texas 75671, by overnight courier to 401 South Alamo, Marshall, Texas 75670, or by email to [fjohnson@marshalltexas.net](mailto:fjohnson@marshalltexas.net) with Army Reserve Center noted in the subject line. Questions about the submittal should be directed to Mr. Johnson by email to [fjohnson@marshalltexas.net](mailto:fjohnson@marshalltexas.net) with Army Reserve Center noted in the subject line or by telephone to 903-935-4418.

**Marshall, Texas Local Redevelopment Authority  
Plan for Re-use of the U.S. Army Reserve Center  
At 1209 East Pinecrest in Marshall, Texas**

**Public Comments**

**Section 1. Overview of Citizen Participation Process**

Multiple opportunities have been available for citizen participation in the process of developing the Redevelopment Plan and Homeless submission for re-use of the U.S. Army Reserve Center at 1209 East Pinecrest in Marshall, Texas.

The opportunities for public input on the re-use of the property began in April, 2006 when the City of Marshall designated itself as the Local Redevelopment Authority. This action was taken at a public meeting. The resolution that was adopted to establish the Local Redevelopment Authority specifically stated that the purpose would be to develop a plan to re-use the Army Reserve Center and property at 1209 East Pinecrest. The second opportunity for public input occurred when the notice was published in the local newspaper on October 1, 2006 notifying the public of the opportunity to submit Notices of Interest in the re-use of the property. This notice also included notification for a workshop to be held at the facility on November 1, 2006. The workshop held at the facility on November 1, 2006 was open to the public and became the third opportunity for public input on the re-use of the property. The fourth opportunity for public input on the re-use of the property was at a public hearing held on March 22, 2001. Eight people spoke at this hearing regarding re-use of the property. Their comments are summarized in Section 3, Public Comments, below. Copies of the notice of the public hearing and the affidavit of publication are attached. The fifth opportunity for the public to address this project was on August 27, 2007 when the Redevelopment Plan was acted upon by the Marshall City Commission acting in its capacity as the Local Redevelopment Authority. It is recognized that this action constituted final approval of the Redevelopment Plan, but there was an opportunity at this meeting for the public to speak if there were any concerns. The sixth opportunity for comments to be received about re-use of the property was from April 8, 2010 through April 30, 2010 when homeless services providers in Marshall and the neighboring community of Longview were notified of the opportunity to express interest in using the property. Two responses were received. These responses are provided in Section 2, Notices of Interest, for the Homeless Submission. The seventh opportunity for public comment was at the meeting of the Marshall City Commission on May 13, 2010. At this meeting a draft of the Homeless Submission was provided to the Marshall City Commission in its capacity as the Local Redevelopment Authority. Two citizens commented on the draft at this meeting. The eighth opportunity for public comment occurred on May 27, 2010. At this meeting the Homeless Submission section and the Public Comment section of the Redevelopment Plan were submitted to the Marshall City Commission acting in its capacity as the Local Redevelopment Authority.

It should also be noted that every regular meeting of the Marshall City Commission, which are held on the second and fourth Thursdays of each month unless there is a conflict with a holiday, includes an item on the agenda that gives the public the opportunity to address the City Commission about any item of concern. Any person or representative of an organization who had questions or concerns about the redevelopment of the U.S. Army Reserve Center at 1209 Pinecrest in Marshall, Texas could have addressed the Marshall City Commission at any of these meetings.

## **Section 2. Public Hearing**

The Marshall City Commission, acting in its capacity as the Local Redevelopment Authority, held a public hearing on the draft of the Redevelopment Plan on Thursday, March 22, 2007. Eight persons spoke regarding the Redevelopment Plan. All eight spoke in favor of re-use of the property by the Harrison County Veterans Association for a Veteran's Center and Museum. A copy of the notice of the public hearing and the minutes from the public hearing are attached. The comments made at the public hearing are summarized below in Section 3, Summary of Public Comments.

## **Section 3. Summary of Public Comments**

The following is a chronological summary of comments received about the re-use of the U.S. Army Reserve Center at 1209 Pinecrest in Marshall, Texas during the process of preparing the plan for re-use of the property. If a comment was made at a formally advertised meeting or hearing, that meeting or hearing is noted with the comment.

Spring, 2006: Conversation with Rick Phillips of the Harrison County Veterans Association regarding the closure of the U.S. Army Reserve Center, the process of developing a plan for re-use of the property, and the interest of the Harrison County Veterans Association in the property.

Fall, 2006: Conversation with Rick Phillips of the Harrison County Veterans Association regarding that group's interest in the property.

Fall, 2006: Conversation with Dr. Melinda Jones, Deputy Superintendent of the Marshall Independent School District, regarding the school district's interest in the property due to its proximity to the high school campus and the school administration building.

November 1, 2006: Workshop at the U.S. Army Reserve Center at 1209 East Pinecrest open to the public to view the property, hear a presentation regarding the redevelopment process, and ask questions. Those in attendance were Jay Sweat of the Department of Defense Office of Economic Adjustment; T.D. "Rusty" Howell with the Harrison County Veterans Association, Rick Phillips with the Harrison County Veterans

Association, Walter Edward with the Harrison County Veterans Association, Cliff Todd with the Marshall Economic Development Corporation, Dr. Melinda Jones with the Marshall Independent School District, Randy Newsom with the Marshall Independent School District, Richard Davis, Principal of Marshall High School, Frank Johnson with the City of Marshall and the Local Redevelopment Authority, and Jimmie Rambo with the City of Marshall's Information Technology Department. Mr. Sweat made a presentation on the process to plan for redevelopment and re-use of the property. Following Mr. Sweat's presentation, Mr. Edward commented on his service to the country, the importance to him of the availability of services to Veterans, and his longtime residency in Harrison County near Marshall. No other comments were noted following Mr. Sweat's presentation. Those present were given an opportunity to walk through the building and grounds. The manner in which people dispersed during the walk-through prevented comments and questions from being heard and recorded.

January, 2007: Conversation with Rick Phillips of the Harrison County Veterans Association regarding the proposal by that organization for the re-use of the property.

March 22, 2007: Public hearing by the Marshall City Commission acting in its capacity as the Local Redevelopment Authority. Eight persons spoke at the public hearing. Rick Phillips of the Harrison County Veterans Association made a presentation on how the center would be used as a museum and Veterans' Center. Harrison County Judge Richard Anderson; Randall Wooten, president of Texas State Technical College – Marshall; Cliff Todd, Executive Director of the Marshall Economic Development Corporation; Shakeitha Knox, local citizen; Nancy Stone, local citizen; Jerry Lomax, member of the Harrison County Commissioners' Court; and Rusty Howell, supporter of the Harrison County Veterans Association, all offered their support for the redevelopment of the U.S. Army Reserve Center and spoke in favor of the re-use of the property by the Harrison County Veterans Association.

April 8, 2010: Meeting of the Marshall City Commission. Rick Phillips of the Harrison County Veterans Association spoke regarding the plans the Veterans Association has for the building. Rusty Howell asked the Marshall City Commission to pay close attention to this item.

April 9, 2010: Telephone call from Sister Helen Johnson with House of Hope in Longview, Texas expressing interest in the property. She said the House of Hope receives four to five calls a week for assistance to women and children. She indicated that she expected to submit an expression of interest in the property.

April 15, 2010: Telephone call from Conley Keasler of Bridge of Compassion indicating that Bridge of Compassion intends to participate and submit a proposal. She asked if an example was available.

April 15, 2010: Telephone call from Dr. David Snow of My Friend's House indicating interest in the U.S. Army Reserve Center Property.

April 20, 2010: Conversation with Dr. David Snow and Dr. Carolyn Snow with My Friend's House regarding the letter by the City of Marshall in its capacity as the Local Redevelopment Authority requesting expressions of interest by homeless service providers in the property.

April 22, 2010: Telephone call from Dr. David Snow of My Friend's House to tell me he had emailed an expression of interest in the property

April 22, 2010: Email from Dr. David Snow of My Friend's House requesting any information or forms, etc. concerning the Army Reserve Center.

April 22, 2010: Telephone call from Dr. Eric-Samuels on behalf of Bridge of Compassion requesting information on the space in the building.

April 23, 2010: Telephone call from Conley Keasler, Executive Director of Bridge of Compassion, requesting information on the floor plan of the U.S. Army Reserve Center and the age of the building.

**Marshall, Texas Local Redevelopment Authority  
Plan for Re-use of the U.S. Army Reserve Center  
At 1209 East Pinecrest in Marshall, Texas**

**Property Disposition  
and  
Method of Conveyance**

The City of Marshall acting in its capacity as the Local Redevelopment Authority would like to request that the U.S. Army Reserve Center located at 1209 East Pinecrest in Marshall, Texas be conveyed to the Marshall-Harrison County Veterans Association through a negotiated sale. If this sale cannot be arranged directly with the Marshall-Harrison County Veterans Association then it is requested that the property be conveyed to the City of Marshall through a negotiated sale.