CTCOG
central texas council of governments

Executive Committee Meeting
2180 North Main Street Belton, Texas
Thursday, March 24, 2022

Hybrid Meeting: 12:00 PM

Please join from your computer, tablet, or smartphone.
CTCOG Executive Meeting Link

You can also dial in on your phone.
United States: +1(346) 248-7799
Meeting ID: 820 1459 3715
Passcode: 0324

I. AGENDA

1. Call to Order .... The Honorable Judge David Blackburn, President

2. Oath of Office .... Jim Reed, Executive Director, CTCOG

   - Appointment of Commissioner Russell Schneider to fill Bell County Primary Seat on Executive Committee. **(pg. 3-8)**

3. Opportunity for Public Comment

II. CONSENT AGENDA

4. Minutes: October 28, 2021, and January 27, 2022 **(pg. 9-15)**

5. Expenditure Report: February 2022 **(pg. 16-17)**

6. Proclamations:

   a) Proclamation 03-22-PRS01 declaring April 2022 Fair Housing Month.**(pg. 18-19)**

   b) Proclamation 03-22-PRS02 authorizing Telecommunicator's Week as April 11-17, 2022. **(pg. 20-21)**

   c) Proclamation 03-22-PRS03 declaring April 2022 as Sustainable Environment Month. **(pg. 22-24)**

   d) Proclamation 03-22-PRS04 declaring April 22nd as Earth Day in the Central Texas Region. **(pg. 25-26)**

   e) Proclamation 03-22-PRS05 declaring April 2022 as Distracted Driving Awareness Month in the Central Texas Region. **(pg. 27-28)**

III. **ACTION ITEMS**

7. Resolution 03-22-ADMIN01 authorizing Membership Renewal to Public Power Pool. **(pg. 29-30)**

8. Resolution 03-22-PRS06 approving the 2022-2026 Comprehensive Economic Development Strategy. **(pg. 31-93)**

9. Resolution 03-22-PRS07 authorizing State Homeland Security Program (SHSP) Central Texas Council of Governments Planning Grant FY 2023 Funds. **(pg. 94-96)**

10. Regarding recommendation of the approval of Voting Membership of the Homeland Security Advisory Committee (HSAC). **(pg. 97-100)**

11. Regarding the nomination of a CTCOG Representative to the Unified Scoring Committee. **(pg.101-119)**

12. Regarding recommendation of the approval of 25% Match Requirement for Five County Hazard Mitigation Action Plan (HMAP). **(pg. 120-124)**

IV. **GUEST SPEAKER & PRESENTATIONS**

13. 2021 Audit Report …………. Rebecca Goldstein, CPA, Weaver Partner, Assurance Services

14. TCDRS Presentation …………………………………………… Kristina Fox, TCDRS Representative

V. **REPORTS**

15. Area Agency on Aging ………………………………………………………… George Losoya, Director

16. Housing ……………………………………………………………………………. Carmen Lim, Director

17. Planning & Regional Services ……………………………………………. Uryan Nelson, Director

18. Workforce Development Board ………… Susan Kamas, Workforce Board Executive Director

19. Workforce Centers …………………… Louis LeDoux, Workforce Center Chief Operating Officer

20. Executive Director's Report …………………………… Jim Reed, AICP, Executive Director, CTCOG

VI. **ADJOURN**

CONSIDERATION FOR ITEM APPROVAL
EXECUTIVE COMMITTEE MEETING

MEETING DATE: 3/24/2022

AGENDA ITEM: Appointment and Oath of Office
GENERAL DESCRIPTION OF ITEM:

Appointment of Commissioner Russell Schneider to fill the vacant seat of Bell County Primary Seat on Executive Committee.

THIS ITEM REPRESENTS A:
☐ New issue, project, or purchase
☐ Routine, regularly scheduled item
☐ Follow-up to a previously discussed item
☐ Special item requested by board member
☒ Other

PRIMARY CONTACT/STAFF MEMBER: Jim Reed, jim.reed@ctcog.org

BUDGETARY IMPACT:
Total estimated cost: **$0**
Source of Funds: **N/A**
Is item already included in fiscal year budget? ☐ Yes ☒ No
Does item represent a new expenditure? ☐ Yes ☒ No
Does item represent a pass-through purchase? ☐ Yes ☒ No
If so, for what city/county/etc.? Click or tap here to enter text.

PROCUREMENT:
Click or tap here to enter text.

ACTION REQUESTED:
To approve the appointment of Commissioner Russell Schneider to fill Bell County Primary Seat on Executive Committee.

BACK-UP DOCUMENTS ATTACHED: Y/N?
Yes, meeting minutes.

Central Texas Council of Governments | Executive Committee Consideration for Item Approval Form

Version Updated: 02/2022

IN THE COMMISSIONERS COURT OF

BELL COUNTY, TEXAS

MARCH 7, 2022

AFTER proper posting of public notice, a copy of which is attached hereto, on this the 7th day of March, 2022, the County Commissioners Court of Bell County, Texas, held regular session with the following members of said Court present, to-wit:

> **JUDGE DAVID BLACKBURN, County Judge**
> **COMMISSIONER RUSSELL SCHNEIDER, Precinct #1**
> **COMMISSIONER BOBBY WHITSON, Precinct #2**
> **COMMISSIONER BILL SCHUMANN, Precinct #3**
> **COMMISSIONER JOHN DRIVER, Precinct #4**
> **SHELLEY COSTON, County Clerk**

Agenda #1 – Invocation

MINUTE ORDER #083/22: **County Judge David Blackburn** called the meeting to order, and **Commissioner Russell Schneider** led the meeting with prayer.

Agenda #2 – Pledge of Allegiance

MINUTE ORDER #084/22: **Commissioner Bill Schumann** led the Pledge of Allegiance to the United States Flag and Texas Flag.

Agenda #3 – Consent Agenda

MINUTE ORDER #085/22: **County Judge David Blackburn** presented for approval the items listed below on the consent agenda:

a. Minutes of February 28, 2022 9:00 a.m. meeting of the Commissioners Court

b. Personnel/Budget Amendments

c. Claims – 1. Accounts Payable; 2. Payroll; 3. Restitution; 4. Juror Pay

d. Ratify the following purchases of furniture from Perry Office Plus at a cost not to exceed $17,739.95 for the District Courts Renovation:

> i. Omnia Partners Contract #R191804 in the amount of $14,004.05
>
> ii. Omnia Partners Contract #R191804 in the amount of $1,990.18
>
> iii. Special order furniture (not available on any cooperative contracts) in the amount of $1,745.72.

e. Authorize the purchase of a Dell PowerEdge Server, a budgeted item, through DIR-TSO-3763 with Dell Technologies at a not to exceed cost of $83,205.63 for the Communications Center.

f. Appoint **Commissioner Russell Schneider** to the Central Texas Council of Governments Executive Committee.

g. Approve a budget amendment for North Annex Building/Multiuse Facilities for HVAC, shelving and storage, forklift and moving services in the amount o $125,000 to be funded by the general fund balance.

After due discussion, upon motion by **Commissioner Bobby Whitson**, second by **Commissioner John Driver,** the Court unanimously approved this matter. A copy of said Items a., and b. are attached hereto and made part of these minutes, with Item c. and d. being of record in the office of the County Auditor.

Agenda #4 – Public Hearing – Reinvestment Zone – Five Wells Solar Reinvestment Zone No. 1

MINUTE ORDER #086/22: **County Judge David Blackburn** opened a public hearing at 9:11 a.m. for the Reinvestment Zone to be known as the Five Wells Solar Reinvestment Zone No. 1. Stephen Van Dyke and Randall Rayford, the project development advisor with ENGIE North America spoke about the details of the project. There being no further public comments, the public hearing was closed at 9:24 a.m.

Agenda #5 – Designation and Adoption of the Five Wells Solar Reinvestment Zone No. 1

MINUTE ORDER #087/22: After due discussion, upon motion by **Commissioner Bill Schumann**, second by **Commissioner Russell Schneider**, the Court unanimously approved an order concerning the adoption and designation of the Five Wells Solar Reinvestment Zone No. 1 pursuant to the County's guidelines and criteria under the Property Redevelopment and Tax Abatement Act, Chapter 312 of the Texas Tax Code.

Agenda #6 – Public Hearing – Reinvestment Zone – Limewood Solar Reinvestment Zone No. 1

MINUTE ORDER #088/22: **County Judge David Blackburn** opened a public hearing at 9:36 a.m. for the Reinvestment Zone to be known as the Limewood Solar Reinvestment Zone No. 1. Beto Cardenas, Chandler Morris, Howard Duckworth and Lin Tun attended virtually and spoke about the details of the project. There being no further public comments, the public hearing was closed at 9:49 a.m.

Agenda #7 – Designation and Adoption of the Limewood Solar Reinvestment Zone No. 1

MINUTE ORDER #089/22: After due discussion, upon motion by **Commissioner Bill Schumann**, second by **Commissioner Russell Schneider**, the Court unanimously approved an

order concerning the adoption and designation of the Limewood Solar Reinvestment Zone No. 1 pursuant to the County's guidelines and criteria under the Property Redevelopment and Tax Abatement Act, Chapter 312 of the Texas Tax Code.

Agenda #8a – County Engineer

MINUTE ORDER #090/22: **County Engineer Bryan Neaves** presented for approval establishing a 30 mph speed zone and installing regulatory stop signs on all roads in the Salado Mills Subdivision located in Precinct 2, Bell County, Texas. **County Judge David Blackburn** opened a public hearing at 9:53 a.m. on the matter. There being no public comments, the hearing was closed. After due discussion, upon motion by **Commissioner Bobby Whitson**, second by **Commissioner John Driver**, the Court unanimously approved this matter.

Agenda #8b – County Engineer

MINUTE ORDER #091/22: **County Engineer Bryan Neaves** presented for approval to accept all roads for maintenance within the Windy Meadows Subdivision, located in Precinct 2, Bell County, Texas. After due discussion, upon motion by **Commissioner Bobby Whitson**, second by **Commissioner Bill Schumann**, the Court unanimously approved this matter.

Agenda #8c – County Engineer

MINUTE ORDER #092/22: **County Engineer Bryan Neaves** presented for approval the final plat for "Cantyne Addition" being a 14.490 acre, 2 lot, 1 block subdivision located within the City of Temple's ETJ, Bell County, Precinct 3. After due discussion, upon motion by **Commissioner Bill Schumann**, second by **Commissioner Bobby Whitson**, the Court unanimously approved this matter.

Agenda #8d – County Engineer

MINUTE ORDER #093/22: **County Engineer Bryan Neaves** presented for approval the final plat for "Rance Addition" being a 3.365 acre, 1 lot, 1 block subdivision located within the City of Temple's ETJ, Bell County, Precinct 1. After due discussion, upon motion by **Commissioner Russell Schneider**, second by **Commissioner Bobby Whitson**, the Court unanimously approved this matter.

Agenda #8e – County Engineer

MINUTE ORDER #094/22: **County Engineer Bryan Neaves** presented for approval the final plat for "Kaulfus Addition" being a 3.00 acre, 1 lot, 1 block subdivision located within Bell County, Precinct 3. After due discussion, upon motion by **Commissioner Bill Schumann**, second by **Commissioner John Driver**, the Court unanimously approved this matter.

Agenda # 9 - Order Restricting Outdoor Burning

MINUTE ORDER#095/22: **County Judge David Blackburn** presented for consideration an Order Restricting Outdoor Burning (Burn Ban) and a determination as to whether circumstances are present in all or part of the unincorporated area of Bell County that create a public safety hazard that would be exacerbated by outdoor burning. After due discussion, and presentation by **Bell County Fire Marshall Chris Mahlstedt**, upon motion by **Commissioner Bobby Whitson**, second by **Commissioner Russell Schneider**, the Court unanimously approved extending until March 28, 2022 at noon, the Emergency Order Restricting Outdoor Burning, which was put into effect on Saturday, March 5, 2022 at 6:00 a.m. A copy of said Order is attached hereto and made part of these minutes.

Agenda #10 - County Judge and Commissioners Announcements

MINUTE ORDER #096/22: **Commissioner Bobby Whitson** commented on and provided information on the Youth and Junior Livestock shows that have been hosted in the County recently.
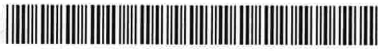
There being no further business, **County Judge David Blackburn** adjourned the meeting.

David Blackburn, County Judge

Attest:

Shelley Coston, County Clerk

7

Minutes: October 28, 2021
Executive Committee Meeting
Central Texas Council of Governments
2180 North Main Street Belton, TX 76513

The October 2021 Central Texas Council of Governments Executive Committee Meeting was called to Order by The Honorable Commissioner Daren Moore, 1st Vice-President at 12:00 p.m.

Executive Committee Officers in Attendance:

1st Vice President	Commissioner Daren Moore	Coryell County
2nd Vice President	Judge David Blackburn	Bell County

Executive Committee Members in Attendance:

Councilmember Mellisa Brown, City of Killeen	Commissioner Dickie Clary, Hamilton County	Mayor Rodney Craddick, Hamilton County
Mayor Bradi Diaz, City of Copperas Cove	Commissioner John Driver, Bell County	Mr. Otis Evans, Citizen Representative
Mr. Ryan Haverlah, City of Copperas Cove	Commissioner Lloyd Huggins, Hamilton County	Judge Roger Miller, Coryell County
Commissioner Daren Moore, Coryell County	Mr. William Parry, City of Gatesville	Commissioner Bill Schumann, Bell County
Ms. Martha Tyroch, Citizen Representative	Dr. Jim Yeonopolus, Central Texas College	

CTCOG Staff Members and Guests in Attendance:

Jim Reed, CTCOG	Uryan Nelson, CTCOG	Jesse Hennage, CTCOG
Anna Olvera, CTCOG	Anna Barge, CTCOG	Sue Jordan, CTCOG
Helen Hill-Yancey, CTCOG	Hope Geiger, CTCOG	James McGill, CTCOG
Diana Rodriguez, CTCOG	Becky Cooley, CTCOG	Dominic Elizondo, CTCOG
Jwana Sartor, CTCOG	Mike Swinney, CTCOG	Tama Shaw, HCCAA
Susan Kamas, Workforce	Louis LeDoux, Workforce	David Mitchell, City of Harker Heights
Ryan Polster, City of Hamilton	Marcie Seele, City of Belton	Jeff Williford, Senator John Cornyn
Michelle Morgan, Milam County	Ms. Vanessa Dixon	

Invocation was led by Jim Reed, Executive Director, CTCOG.

Consent Agenda

A motion was made by Judge David Blackburn of Bell County to accept the minutes of September 23, 2021 Meeting and September 2021 Expenditure Report and to accept the Approval of Proclamation 10-21-PRS01 declaring January 9th, 2022 as National Law Enforcement Appreciation Day, Proclamation 10-21-PRS02 declaring November 15, 2021 as National Recycling Day, and Proclamation 10-21-PRS03 declaring November 1st through 5th 2021 as Veteran Small Business Week. Mr. Otis Evans, Citizen Representative second the motion. All in favor, none opposed.

Action Item

A motion was made by Commissioner Lloyd Huggins of Hamilton County to accept Resolution 10-21-HAP01 Approving Housing Assistance Program changes to Payment Standards Effective 01/01/2022. Mr. Otis Evans, Citizen Representative second the motion. All in favor, none opposed.

A motion was made by Councilmember Mellisa Brown of City of Killeen to accept Resolution 10-21-HAP02 to Approve the Central Texas Council of Government Housing Division's changes to utility allowances for the jurisdiction TX 482. Judge Roger Miller of Coryell County second the motion. All in favor, none opposed.

A motion was made by Dr. Jim Yeonopolus of Central Texas College to accept Resolution 10-21-PRS04 Authorizing Application to The Texas Commission on Environmental Quality for CTCOG Regional Solid Waste Grants Program. Mr. Otis Evans, Citizen Representative second the motion. All in favor, none opposed.

A motion was made by Dr. Jim Yeonopolus of Central Texas College to accept Resolution 10-21-PRS05 Approving the CTCOG Regional Solid Waste Management Plan (RSWMP) for Submittal to TCEQ. Mr. Otis Evans, Citizen Representative second the motion. All in favor, none opposed.

A motion was made by Judge David Blackburn of Bell County to accept Resolution 10-21-PRS06 Authorizing Central Texas Council of Governments Approval of CTCOG Regional Hazard Mitigation Plan. Commissioner Dickie Clary of Hamilton County second the motion. Councilmember Mellisa Brown of City of Killeen opposed, Judge Roger Miller abstained, and the motion was passed unanimously.

Reports

Area Agency on Aging

George Losoya, Director of Area Agency on Aging gave an update on the activities that are going on in the AAACT/CTADVRC Program. Medicare Open Enrollment begins October 15th and ends December 7th. Closeout FY21 is due November 30th. State Audit of Nutrition Program is in the review process by HHSC, and the division will be hosting a 3-part Virtual Caregiver Interactive Training on Aging Well Series with Baylor Scott and White. Mr. Losoya gave totals for the COVID-19 Vaccine Initiative.

Planning & Regional Services

Uryan Nelson, Director of Planning and Regional Services briefed on Emergency Services. The Homeland Security will have a HSAC meeting on November 4th. THIRA/SPR/IP are currently being reviewed and updated. THIRA/SPR are due to Texas Office of Homeland Security by 11/31/2021, and IP is due to Texas Office of Homeland Security 12/31/2021. Propagation study contract was cancelled, and maps provided by actual service providers demonstrated a better representation of communications. State Emergency Radio Infrastructure (SERI) grants will open in January 2022, and HSGP Grants are expected to open in December 2021 and close in February 2022. These grants will focus primarily on cybersecurity projects, and CTCOG staff will be drafting a regional cybersecurity grant.

Criminal Justice grants will also open in December 2021 and close in February 2022. Mr. Nelson stated the Peace Officer Training are hosting and scheduling classes throughout the month and in future dates. 9-1-1 NexGen core services are at 100 percent completion. All PSAPs have migrated to Nex gen 9-1-1 Core Services and an estimated date for Geospatial Routing is March 31, 2022. Critical errors and routing total 6,728 across the region, this is 443 less from the previous month, and these errors can cause routing problems in the system, if not corrected. The next CSEC Grantee Workshop is November 15th, and the Commission on State Emergency Communications Regular Meeting is scheduled for November 16th. Mr. Nelson stated in September 2021, 9-1-1 received 27,520 calls and 150 text messages, and GIS added a total of 344 new addresses to the region. Under Economic Development, DDCT has vacancies, if any of the Regional Partners are interested in serving on the DDCT to please reach out to staff regarding the vacancies. Under Broadband Study, staff sent an RFP to 17 organizations and posted on the CTCOG and DDCT websites to receive submissions and will be requesting EDA funding.

Housing

Carmen Lim, Director of Housing Division briefed on September 2021 Activities. In September 2021, Current Tenants totaled 2,235, New Lease Up had 51, and 26 in Vouchers Issued Looking. Mrs. Lim also briefed on the Landlord activity. During the month, Housing issued 40 Emergency Housing Vouchers, 19 participants Leased Up and 54 participants were on the waiting list. Mrs. Lim stated Housing hosted a Landlord Engagement event in October 2021 for City of Temple.

Workforce Development Board and Workforce Center

Susan Kamas, Workforce Development Board Executive Director briefed on the Workforce Solutions of Central Texas successes as they awarded 20 Torch Awards to people the Workforce had assisted in achieving personal and business goals is 2021.

Louis LeDoux, Workforce Chief Operating Officer gave a briefing on unemployment rates in Central Texas Region and an overall unemployment rate in the State of Texas. Central Texas was 5.0 percent and 5.6 adjusted percent compared to the state. Texas UI Claims for September 2021 had a total of 17,427 with Administrative and Support, and Waste Management and Remediation Services being the highest UI Claim category at 2,336. Unemployment claims for each county during the month of September 2021 was less than the prior year due to many returning to work from the pandemic. Mr. LeDoux stated the Workforce Center held 12 in-person hiring events in September 2021 that offered 434 job openings from 12 different employers to 220 job seekers. During the month of September 2021, Workforce offered service to 7,289 individuals.

Executive Director

Jim Reed, Executive Director of CTCOG gave an update on the HOP RFP Response, the COG submitted a response and has been selected to interview. Under 9-1-1 Emergency Communications District Creation activities, the majority of resolutions have been received and awaiting a response from four municipalities. Currently, staff are working on the by-laws, budget, and the governing documentation.

Adjourn

The meeting was adjourned by Judge David Blackburn at 1:19 pm.

_____

The Honorable Judge David Blackburn, President

_____

The Honorable Judge Roger Miller, Secretary/Treasurer

Executive Committee Meeting
2180 North Main Street Belton, Texas
Thursday, January 27, 2022

Hybrid Meeting: 12:15 PM

MEETING MINUTES:

The January 2022 Central Texas Council of Governments Annual Executive Committee Meeting was called to Order by The Honorable Byron Theodosis, President.

Executive Committee Officers in Attendance:

President	Judge Byron Theodosis	San Saba County
2nd Vice President	Judge David Blackburn	Bell County
Parliamentarian	Judge Steve Young	Milam County
Immediate Past-President	Commissioner Bill Schumann	Bell County

Executive Committee Members in Attendance:

Councilmember Mellisa Brown, City of Killeen	Commissioner Dickey Clary, Hamilton County	Mayor Michael Coggin, Village of Salado
Mayor Tim Davis, City of Temple	Mr. Otis Evans, Citizen Representative	Mr. Ryan Haverlah, City of Copperas Cove
Judge Randy Hoyer, Lampasas County	Commissioner Lloyd Huggins, Hamilton County	Councilmember Dan Kirkley, City of Belton
Judge Roger Miller, Coryell County	Commissioner Jeff Muegge, Milam County	Mr. William Parry, City of Gatesville
Judge Ed Smith, Mills County	Ms. Martha Tyroch, Citizen Representative	Chancellor Jim Yeonopolus, Central Texas College Chancellor

CTCOG Staff Members and Guests in Attendance:

George Losoya, CTCOG	James McGill, CTCOG	Uryan Nelson, CTCOG
Diana Rodriguez, CTCOG	Michael Irvine, CTCOG	Jim Reed, CTCOG
Anna Olvera, CTCOG	Helen Hill- Yancey, CTCOG	Sue Jordan, CTCOG
Carmen Lim, CTCOG	Anna Barge, CTCOG	Jesse Hennage, CTCOG
Raquel Canava, CTCOG	Mike Swinney, CTCO	David Mitchell
Jason Johnson, Killeen ISD	Ryan Polster, City of Belton	Michelle Morgan, Milam County
Jason Williams, Mills County	Tama Shaw, HCCAA	Keith Sledd, HOTDA
Susan Kamas, Workforce Board		

Invocation was led by Jim Reed, CTCOG Executive Director.

Action Items

A motion was made by Commissioner Llyod Huggins of Hamilton County to approve the incoming slate of Officers from the Nominating Committee. Councilmember Mellisa Brown seconded the motion. All in favor, none opposed.

Adjourn

The meeting was adjourned at 1:25 PM by The Honorable Judge David Blackburn.

_____
The Honorable Judge David Blackburn, President

_____
The Honorable Judge Roger Miller, Secretary/Treasurer

Expenditure Report
Fiscal Year: 07/01/2021 – 06/30/2022

Descriptions	February 2022 Expenditures		Cumulative Expenditures		Annual Budget		Remaining Budget	
Personnel	$	494,854	$	3,710,488	$	5,565,742	$	1,855,254
Employee Benefits		267,481		2,458,423		3,687,647		1,229,224
Contract services		774,534		5,460,942		8,460,602		2,999,660
Travel		8,404		101,322		152,215		50,893
Housing Assistance Payments		1,240,967		9,660,259		14,709,320		5,049,061
Other		2,595,725		13,591,510		20,519,971		6,928,461
In-kind		-		42,723		100,000		57,277
Indirect costs		243,841		1,027,177		1,541,187		514,010
Totals	$	5,625,806	$	36,052,844	$	54,736,684	$	18,683,840

Central Texas Council of Governments

Detail of Other Expenditures
Fiscal Year: 07/01/2021 – 06/30/2022

Descriptions	February 2022 Expenditures	Cumulative Expenditures
Participant Salaries	$ 14,310	$ 233,987
FICA Taxes	1,095	21,348
Workers Compensation	409	7,832
Building Expense	32,673	280,348
Equipment	-	27,860
Consumable Supplies	6,937	89,962
Employee Development	22,089	101,006
Insurance and Bonding	675	11,959
Rent	87,017	690,137
Printing	5,610	18,815
Furniture/Equipment Rental	6,540	50,334
IT Supplies	5,746	973
Maintenance and Repairs	373	18,803
Communications	12,142	105,601
Postage	509	25,504
Utilities	7,790	66,364
Public Relations	6,742	42,033
Tuition	40,648	519,684
Dues and Subscriptions	7,902	71,713
Quality Assurance	76,828	277,209
Other Expenditures	2,237	62,398
Work Related Expense	83,003	369,124
Gasoline	180	1,961
Janitorial	10,933	91,122
Client Rent Payment	731	28,314
Client Transportation	13,469	104,112
Client Child Care	2,122,437	9,778,898
Client Utilitites/Utility Dep	1,306	9,536
Other Support Services	22,953	86,420
Client Auto Repairs	-	1,127
Inventory Equipment	1,534	6,164
Inventory Furniture	-	54,175
Software & Software Updates	907	336,687
	$ 2,595,725	$ 13,591,510

CONSIDERATION FOR ITEM APPROVAL
EXECUTIVE COMMITTEE MEETING

MEETING DATE: 3/24/2022

AGENDA ITEM: 03-22-PRS01 Approval of Proclamation Declaring April 2022 as Fair Housing Month
GENERAL DESCRIPTION OF ITEM:

Fair Housing Act that was passed on April 11, 1968. This law was designed to protect Americans from facing discrimination in selling or buying houses.

THIS ITEM REPRESENTS A:
- ☐ New issue, project, or purchase
- ☒ Routine, regularly scheduled item
- ☐ Follow-up to a previously discussed item
- ☐ Special item requested by board member
- ☐ Other

PRIMARY CONTACT/STAFF MEMBER: Dominic Elizondo, Economic Development Planner, dominic.elizondo@ctcog.org

BUDGETARY IMPACT:
Total estimated cost: **N/A**
Source of Funds: **N/A**
Is item already included in fiscal year budget?   ☐ Yes   ☒ No
Does item represent a new expenditure?   ☐ Yes   ☒ No
Does item represent a pass-through purchase?   ☐ Yes   ☒ No
If so, for what city/county/etc.? Click or tap here to enter text.

PROCUREMENT:
N/A

ACTION REQUESTED:
Approval of proclamation.

BACK-UP DOCUMENTS ATTACHED: Y/N?
N

Central Texas Council of Governments | Executive Committee Consideration for Item Approval Form

Version Updated: 02/2022

PROCLAMATION DECLARING APRIL 2022 AS FAIR HOUSING MONTH IN THE CENTRAL TEXAS REGION

Proclamation #03-22-PRS01

WHEREAS, the Governor of Texas has designated the Central Texas Council of Governments areas as State Planning Region #23, and

WHEREAS, the Central Texas Council of Governments is organized in accordance with Section 391 of the Local Government Code and encompasses the region of Bell, Coryell, Hamilton, Lampasas, Milam, Mills, and San Saba counties, and

WHEREAS, the Central Texas Council of Governments is a recipient of Texas Community Development Block Grant (TxCDBG) Program funds and is required to perform a well-publicized activity to further fair housing opportunity within the seven-county region before final reimbursement under the current contract's expiration on August 31, 2022, and

WHEREAS, the Fair Housing Act of 1968 prohibits discrimination in the sale, rental and financing of dwellings based on race, color, religion, sex or national origin, and

WHEREAS, each April, we come together as a community and a nation to celebrate the anniversary of the passing of the Fair Housing Act and recommit to that goal which inspired us to eliminate housing discrimination and create equal opportunity in every community;

NOW, THEREFORE, BE IT PROCLAIMED by the Central Texas Council of Governments that the Month of April 2022 be declared as Fair Housing Month in the Central Texas Region.

PASSED AND APPROVED this 24th day of March, 2022 by the Central Texas Council of Governments Executive Committee.

_____
Judge David Blackburn, President

_____
Judge Roger Miller, Secretary/Treasurer

CONSIDERATION FOR ITEM APPROVAL
EXECUTIVE COMMITTEE MEETING

MEETING DATE: 3/24/2022

AGENDA ITEM: 03-22-PRS02 Approval of Proclamation Declaring April 10-16, 2022 as National Public Safety Telecommunicators Week in the Central Texas Region.
GENERAL DESCRIPTION OF ITEM:

  The National Public Safety Telecommunicators Week is celebrated every second week of April each year. This day aims to honor all telecommunications staff whose work is involved in a public safety communication. This weeklong event gives recognition and expresses gratitude to all those people dedicated to saving the lives of the people.

THIS ITEM REPRESENTS A:
☐ New issue, project, or purchase
☒ Routine, regularly scheduled item
☐ Follow-up to a previously discussed item
☐ Special item requested by board member
☐ Other

PRIMARY CONTACT/STAFF MEMBER: Jesse Hennage

BUDGETARY IMPACT:
Total estimated cost: **$0**
Source of Funds: **N/A**
Is item already included in fiscal year budget? ☐ Yes ☒ No
Does item represent a new expenditure? ☐ Yes ☒ No
Does item represent a pass-through purchase? ☐ Yes ☒ No
If so, for what city/county/etc.? Click or tap here to enter text.

PROCUREMENT:
N/A

ACTION REQUESTED:
Appoval of proclamation

BACK-UP DOCUMENTS ATTACHED: Y/N?
N

Central Texas Council of Governments | Executive Committee Consideration for Item Approval Form

Version Updated: 02/2022

PROCLAMATION DECLARING APRIL 10-16, 2022 AS
NATIONAL PUBLIC SAFETY TELECOMMUNICATORS WEEK
IN THE CENTRAL TEXAS REGION
Proclamation # 03-22-PRS02

WHEREAS, the Governor of Texas has designated the Central Texas Council of Governments areas as State Planning Region #23, and

WHEREAS, the Central Texas Council of Governments is organized in accordance with Section 391 of the Local Government Code and encompasses the region of Bell, Coryell, Hamilton, Lampasas, Milam, Mills, and San Saba counties, and

WHEREAS, the Central Texas Council of Governments is a recipient of State and Federal Funds to ensure that 9-1-1 calls are delivered to the appropriate public safety answering points,

WHEREAS, the 9-1-1 telecommunicators are essential to public safety and work behind the scenes saving lives, and

WHEREAS, the safety of our police officers, firefighters, and first responders is dependent upon the quality and accuracy of information obtained from citizens who telephone their emergency communications center; and,

WHEREAS, Public Safety Telecommunicators are the first and most critical contact our citizens have with emergency services; and

WHEREAS, each dispatcher has exhibited compassion, understanding, and professionalism during the performance of their job in the past year; and,

WHEREAS, each April, we come together as a region to celebrate those who dedicate their lives to serving the public as 9-1-1 dispatchers.

Now, THEREFORE, BE IT PROCLAIMED by the Central Texas Council of Governments that April 10th – 16th be declared as National Public Safety Telecommunicators Week in the Central Texas Region.

PASSED AND APPROVED this 24th Day of March, 2022 by the Central Texas Council of Governments' Executive Committee.

_____

Judge David Blackburn, President

_____

Judge Roger Miller, Secretary/Treasurer

CONSIDERATION FOR ITEM APPROVAL
EXECUTIVE COMMITTEE MEETING

MEETING DATE: 3/24/2022

AGENDA ITEM: 03-22-PRS03 Approval of Proclamation Declaring April 2022 as Sustainable Envornmental Month

GENERAL DESCRIPTION OF ITEM:

Environmental sustainability is the responsibility to conserve natural resources and protect global ecosystems to support health and wellbeing, now and in the future. Central Texas is doing their part by practicing environmental sustainability during the month of April.

THIS ITEM REPRESENTS A:
- ☐ New issue, project, or purchase
- ☒ Routine, regularly scheduled item
- ☐ Follow-up to a previously discussed item
- ☐ Special item requested by board member
- ☐ Other

PRIMARY CONTACT/STAFF MEMBER: Connie Quinto

BUDGETARY IMPACT:
Total estimated cost: **$0**
Source of Funds: **N/A**
Is item already included in fiscal year budget?   ☐ Yes   ☒ No
Does item represent a new expenditure?   ☐ Yes   ☒ No
Does item represent a pass-through purchase?   ☐ Yes   ☒ No
If so, for what city/county/etc.? Click or tap here to enter text.

PROCUREMENT:
N/A

ACTION REQUESTED:
Approval of Proclamation

BACK-UP DOCUMENTS ATTACHED: Y/N?
Proclamation

Central Texas Council of Governments | Executive Committee Consideration for Item Approval Form

Version Updated: 02/2022

CTC◯G

central texas council of governments

PROCLAMATION DECLARING APRIL 2022 AS
SUSTAINABLE ENVIRONMENT MONTH
IN THE CENTRAL TEXAS REGION

Proclamation # 03-22-PRS03

WHEREAS, the Governor of Texas has designated the Central Texas Council of Governments areas as State Planning Region #23; and

WHEREAS, the Central Texas Council of Governments is organized in accordance with Section 391 of the Local Government Code and encompasses the region of Bell, Coryell, Hamilton, Lampasas, Milam, Mills, and San Saba counties; and

WHEREAS, the Central Texas Council of Governments is a recipient of Texas Commission on Environmental (TCEQ) Program funds and is required to implement the goals, objectives, and recommendations of the regional solid waste management plan and the state solid waste management plan before final reimbursement under the current contract's expiration on August 31, 2023; and

WHEREAS, April 22, 1970, was the first nation-wide Earth Day devoted to environmental awareness and education that was celebrated by an estimated 20 million Americans; and

WHEREAS, this day of environmental awareness and education is also celebrated world-wide in some 180 countries, with the participation of over 4,000 separate organizations; and

WHEREAS, all people, regardless of race, gender, income, or geography, have a right to a healthy, sustainable environment with economic growth and opportunity; and

WHEREAS, individuals and institutions have a mutual responsibility to seek ecological, economical and ethical choices that enable the world, as well as our individual communities, to establish and maintain sustainable societies; and

WHEREAS, this year marks the 52nd anniversary of the Earth Day movement, let it be known that the Central Texas Council of Governments encourages the citizens, businesses, institutions, and communities within the region to be committed to environmental preservation and sustainability in its own practices;

NOW, THEREFORE, BE IT PROCLAIMED by the Central Texas Council of Governments that the Month of April 2022 be declared as Sustainable Environment Month in the Central Texas Region.

PASSED AND APPROVED this 24th day of April 2022 by the Central Texas Council of Governments Executive Committee.

_____
Judge David Blackburn, President

_____
Judge Roger Miller, Secretary/Treasurer

CONSIDERATION FOR ITEM APPROVAL
EXECUTIVE COMMITTEE MEETING

MEETING DATE: 3/24/2022

AGENDA ITEM: 03-22-PRS04 Approval of Proclamation Declaring April 22nd as Earth Day in the Central Texas Region

GENERAL DESCRIPTION OF ITEM:

Earth Day is an annual event to demonstrate support for environmental protection. Central Texas is taking part in recognizing April 22nd as Earth Day.

THIS ITEM REPRESENTS A:

☐ New issue, project, or purchase
☒ Routine, regularly scheduled item
☐ Follow-up to a previously discussed item
☐ Special item requested by board member
☐ Other

PRIMARY CONTACT/STAFF MEMBER: Connie Quinto

BUDGETARY IMPACT:

Total estimated cost: **$0**
Source of Funds: **N/A**
Is item already included in fiscal year budget? ☐ Yes ☒ No
Does item represent a new expenditure? ☐ Yes ☒ No
Does item represent a pass-through purchase? ☐ Yes ☒ No
If so, for what city/county/etc.? Click or tap here to enter text.

PROCUREMENT:
N/A

ACTION REQUESTED:
Approval of Proclamation

BACK-UP DOCUMENTS ATTACHED: Y/N?
Proclamation

Central Texas Council of Governments | Executive Committee Consideration for Item Approval Form

PROCLAMATION DECLARING APRIL 22nd AS
EARTH DAY
IN THE CENTRAL TEXAS REGION
Proclamation # 03-22PRS04

WHEREAS, the Governor of Texas has designated the Central Texas Council of Governments areas as State Planning Region #23, and

WHEREAS, the Central Texas Council of Governments is organized in accordance with Section 391 of the Local Government Code and encompasses the region of Bell, Coryell, Hamilton, Lampasas, Milam, Mills, and San Saba counties, and

WHEREAS, the Central Texas Council of Governments houses several programs that address environmental issues, and

WHEREAS, the first Earth Day in 1970 helped lead to the creation of the EPA and the passage of environmental laws, and

WHEREAS, each April 22nd, we come together as a community and a nation to celebrate the anniversary of the first Earth Day and commit to continuing the efforts of protecting and conserving our one Earth, our home;

NOW, THEREFORE, BE IT PROCLAIMED by the Central Texas Council of Governments that the date of April 22nd be declared as Earth Day in the Central Texas Region.

PASSED AND APPROVED this 24th day of March, 2022 by the Central Texas Council of Governments Executive Committee.

_____
Judge David Blackburn, President

_____
Judge Roger Miller, Secretary/Treasurer

CONSIDERATION FOR ITEM APPROVAL
EXECUTIVE COMMITTEE MEETING

MEETING DATE: 3/24/2022

AGENDA ITEM: 03-22-PRS05 Approval of Proclamation Declaring April 2022 as Distracted Driving Awareness Month in the Central Texas Region

GENERAL DESCRIPTION OF ITEM:

Central Texas is taking part to mitigate the prevalence of distracted driving on United States roadways by supporting April as Distracted Driving Awareness Month.

THIS ITEM REPRESENTS A:
- ☐ New issue, project, or purchase
- ☒   Routine, regularly scheduled item
- ☐ Follow-up to a previously discussed item
- ☐ Special item requested by board member
- ☐ Other

PRIMARY CONTACT/STAFF MEMBER: Connie Quinto

BUDGETARY IMPACT:
Total estimated cost: **$0**
Source of Funds: **N/A**
Is item already included in fiscal year budget? ☐ Yes ☒ No
Does item represent a new expenditure? ☐ Yes ☒ No
Does item represent a pass-through purchase? ☐ Yes ☒ No
If so, for what city/county/etc.? Click or tap here to enter text.

PROCUREMENT:
N/A

ACTION REQUESTED:
Approval of Proclamation

BACK-UP DOCUMENTS ATTACHED: Y/N?
Proclamation

Central Texas Council of Governments | Executive Committee Consideration for Item Approval Form

Version Updated: 02/2022

**PROCLAMATION DECLARING APRIL 2022 AS
DISTRACTED DRIVING AWARENESS MONTH
IN THE CENTRAL TEXAS REGION**

Proclamation # 03-22-PRS05

WHEREAS, the Governor of Texas has designated the Central Texas Council of Governments areas as State Planning Region #23, and

WHEREAS, the Central Texas Council of Governments is organized in accordance with Section 391 of the Local Government Code and encompasses the region of Bell, Coryell, Hamilton, Lampasas, Milam, Mills, and San Saba counties, and

WHEREAS, the National Highway Traffic Safety Administration (NHTSA) has declared the month of April 2022 as National Distracted Driving Month; and

WHEREAS, distracted driving is any activity that diverts attention from driving, including talking or texting on your phone, eating and drinking, talking to people in your vehicle, adjusting the entertainment or navigation system; and

WHEREAS, you cannot drive safely unless the task of driving has your full attention and any non-driving activity is a potential distraction and increases your risk of crashing; and

WHEREAS, the Texas Department of Transportation (TxDOT) is fully committed to ending all traffic related deaths on Texas roads and is reminding all Texans to put their phones down and give driving their full attention whenever they are behind the wheel; and

WHEREAS, the Killeen-Temple Metropolitan Planning Organization hereby recognizes and supports the month of April 2022 as National Distracted Driving Month; and

NOW, THEREFORE, BE IT PROCLAIMED by the Central Texas Council of Governments that the Month of April 2022 be declared as National Distracted Driving Month in the Central Texas Region.

PASSED AND APPROVED this 24th Day of March, 2022 by the Central Texas Council of Governments Executive Committee.

_____
Judge David Blackburn, President

_____
Judge Roger Miller, Secretary/Treasurer

CONSIDERATION FOR ITEM APPROVAL
EXECUTIVE COMMITTEE MEETING

MEETING DATE: 3/24/2022

AGENDA ITEM: Resolution 03-22-ADMIN01 Authorizing Membership Renewal to Public Power Pool
GENERAL DESCRIPTION OF ITEM:

CTCOG is a current member of Texas CUC Aggregation Project d/b/a Public Power Pool, and desires to obtain electricity generated by renewable sources for all of its electric accounts in the "Account List."

THIS ITEM REPRESENTS A:
- ☐ New issue, project, or purchase
- ☒ Routine, regularly scheduled item
- ☐ Follow-up to a previously discussed item
- ☐ Special item requested by board member
- ☐ Other

PRIMARY CONTACT/STAFF MEMBER: Sue Jordan, sue.jordan@ctcog.org

BUDGETARY IMPACT:
Total estimated cost: **$0**
Source of Funds: **N/A**
Is item already included in fiscal year budget? ☐ Yes ☒ No
Does item represent a new expenditure? ☐ Yes ☒ No
Does item represent a pass-through purchase? ☐ Yes ☒ No
If so, for what city/county/etc.? Click or tap here to enter text.

PROCUREMENT:
Click or tap here to enter text.

ACTION REQUESTED:
To approve the resolution authorizing CTCOG to renew membership tp Public Power Pool

BACK-UP DOCUMENTS ATTACHED: Y/N?
Yes, resolution.

Central Texas Council of Governments | Executive Committee Consideration for Item Approval Form

Version Updated: 02/2022

Resolution Authorizing Membership Renewal to Public Power Pool

Resolution # 03-22-ADMIN01

Whereas, the Central Texas Council of Governments is a member of Texas CUC Aggregation Project, d/b/a Public Power Pool, or P³, which is a political subdivision corporation pursuant to Chapter 304 of the Texas Local Government Code; and

Whereas, P³ aggregates the electricity demand of all member political subdivisions in order to obtain electricity rates that are lower than any individual political subdivision could obtain by itself, or could obtain by any other means; and

Whereas, in order to take advantage of favorable market conditions and in accordance with its Bylaws, P³ has provided a "Notice of Intent to Begin a Competitive Procurement Process" (the "Notice") for electricity for P³ members for a term beginning January 2023, and said Notice was dated February 15, 2022; and

Whereas, P³ has identified an opportunity for interested members to procure electricity generated by renewable sources at or below an additional 10% premium to the Ceiling Rates identified in the Procurement Ceiling and Expected Rate Estimate for the electric accounts identified in the "Account List," both of which documents accompanied the Notice; and

Whereas, the Central Texas Council of Governments desires to obtain electricity generated by renewable sources for all of its electric accounts in the "Account List."

Now Therefore, Be It Resolved that the Central Texas Council of Governments directs P³ to solicit competitive pricing for electricity generated by renewable sources from retail electric providers that agree to P³'s contracting terms and conditions and authorizes P³ to execute a power supply agreement for a term beginning January 2023 and not to exceed 10 years at a rate or rates that are at or below 110% of the Ceiling Rates identified in the Procurement Ceiling and Expected Rate Estimate provided by P³.

Pass and Approved the 24th day of March, 2022 by the Central Texas Council of Governments Executive Committee.

_____
The Honorable Judge David Blackburn, President

_____
The Honorable Judge Roger Miller, Secretary/Treasurer

CONSIDERATION FOR ITEM APPROVAL
EXECUTIVE COMMITTEE MEETING

MEETING DATE: 3/24/2022

AGENDA ITEM: 03-22-PRS06 Resolution Approving the 2022-2026 Comprehensive Development Strategy

GENERAL DESCRIPTION OF ITEM:

The U.S. Economic Development Administration requires that each EconomicDevelopment District produce a Comprehensive Economic DevelopmentStrategy (CEDS) every five years. This ensures that each district maintains anup-to-date strategy to establish economic goals, address challenges facingtheir respective region, and guide development priorities. This CEDS,developed amid the COVID-19 pandemic, includes planning for economicrecovery and resilience

THIS ITEM REPRESENTS A:
- ☐ New issue, project, or purchase
- ☐ Routine, regularly scheduled item
- ☐ Follow-up to a previously discussed item
- ☐ Special item requested by board member
- ☒ Other

PRIMARY CONTACT/STAFF MEMBER: Dominic Elizondo, Economic Development Planner, dominic.elizondo@ctcog.org

BUDGETARY IMPACT:
Total estimated cost: **$0**
Source of Funds: **N/A**
Is item already included in fiscal year budget? ☐ Yes ☒ No
Does item represent a new expenditure? ☐ Yes ☒ No
Does item represent a pass-through purchase? ☐ Yes ☒ No
If so, for what city/county/etc.? Click or tap here to enter text.

PROCUREMENT:
Click or tap here to enter text.

ACTION REQUESTED:
Approval of 2022-26 CEDS

Central Texas Council of Governments | Executive Committee Consideration for Item Approval Form

BACK-UP DOCUMENTS ATTACHED: Y/N?

Y

RESOLUTION APPROVING THE 2022-2026 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

Resolution 03-22-PRS06

WHEREAS, the Development District of Central of Texas (DDCT), An Economic Development District designated by the Economic Development Administration under 13 CFR part 304 with jurisdictional lines encompassing the counties of Bell, Coryell, Hamilton, Lampasas, Milam, Mills and San Saba, is desirous of maintaining and updating a Comprehensive Economic Development Strategy (CEDS) every five years to coordinate an improve economic development in the DDCT region; and

WHEREAS, the DDCT Board of Directors made a motion approving the 2022-2026 CEDS update on its regular quarterly meeting on Jan.6th, 2022 with quorum being met; and

WHEREAS, the governing body of the Central Texas Council of Governments finds that all goals, objectives, and strategies included in this CEDS will serve to address the needs and bolster the strengths of economic development opportunity in the region;

NOW, THEREFORE, BE IT RESOLVED that the **COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY** for fiscal years 2022-2026 has been approved for use by the Executive Committee.

PASSED AND APPROVED at a special meeting of the Central Texas Council of Governments, this 24th day of March, 2022.

_____
Judge David Blackburn, President

_____
Judge Roger Miller, Secretary/Treasurer

Comprehensive Economic Development Strategy

2022-2026

Contents

Appendices
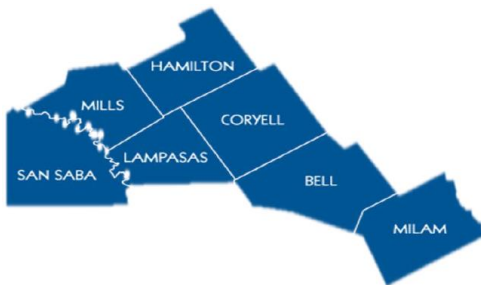
Introduction

The counties of Bell, Coryell, Hamilton, Lampasas, Milam, Mills, and San Saba comprise the Development District of Central Texas (DDCT). The DDCT serves the Central Texas Council of Governments' (CTCOG) seven-county planning area providing economic development assistance.

The U.S. Economic Development Administration requires that each Economic Development District produce a Comprehensive Economic Development Strategy (CEDS) every five years. This ensures that each district maintains an up-to-date strategy to establish economic goals, address challenges facing their respective region, and guide development priorities. This CEDS, developed amid the COVID-19 pandemic, includes planning for economic recovery and resilience.

CEDS Steering Committee

Mark Allyn, Morgan's Point Resort Economic Development Corporation

Charley Ayers, Workforce Solutions of Central Texas

J. Rhett Parker, City of Cameron (former)

Tammy Cockrum, Rogers Municipal Development District

Kerry Fillip, Nolanville Economic Development Corporation

Brian O'Connor, Greater Killeen Chamber of Commerce

Dean Roome, City of Bartlett

Keith Sledd, Heart of Texas Defense Alliance

Summary Background

For additional detail on the economic conditions of the region, see the appendices.

Demographics

The population of the seven-county DDCT/CTCOG has grown significantly over the past decade, like Texas as a whole, and is expected to increase by 7.4% from 2020 to 2025. The region was home to over 527,000 residents in 2020—up 17% since 2010—across 189,022 households. The median age is 33, about two years younger than the State median age. Over 15% of the region's residents possess a Bachelor's Degree (5% below the national average), and 11% hold an Associate's Degree (3% above the national average).

As compared to national averages for an area of the CTCOG region's size, the region is considerably more diverse, has more millennials (ages 25-39), and has a smaller cohort of residents nearing retirement. The region is home to nearly 67,000 veterans, owing to the presence of Fort Hood.

The region's median household income is $53,449, over $5,000 lower than the Texas figure. Across Central Texas,13.8% of residents live in poverty, somewhat lower than the statewide figure of 14.7%. Like many areas of the country, the coronavirus pandemic and related business shutdowns in 2020 caused significant job losses, impacting every major industry but especially leisure and hospitality. Unemployment stood at 6.6% in June 2021, up from a pre-pandemic rate of 3.9% in 2019, but down from a peak in 2020.

Industry Snapshot

The Government sector (including the military) accounts for 37.6% of jobs in the CTCOG Region, followed by Health Care and Social Assistance; Retail Trade; and Accommodation and Food Services. The region has uniquely high *concentrations* of jobs in the Federal Government-Military; Pipeline Transportation of Crude Oil; and Support Activities for Air Transportation industries.

The region gained about 4,947 jobs from 2011-2021, a growth of 2.4%, which was a much slower rate than statewide job growth. Over the next ten years, the CTCOG Region is projected to add 13,511 jobs, many of them coming from the Health Care and Social Assistance; Accommodation and Food Services; Educational Services; and Retail Trade sectors. Amid this growth, which is on par with the projected national growth rate, the CTCOG Region's Government sector will continue to shrink.

Real estate data shows that market rents for industrial space currently stand at $5.60 per square foot, considerably more affordable than rates in large Texas metro areas such as Austin or Dallas. There has been little new construction of industrial space over the past decade.

Employment by Sector in 2021

NAICS & Description	CTCOG Region		
	2021 Jobs	% of All Jobs	Payrolled Business Locations
90 Government	78,316	37.6%	462
62 Health Care and Social Assistance	23,303	11.2%	992
44 Retail Trade	20,297	9.8%	1,163
72 Accommodation and Food Services	15,468	7.4%	835
23 Construction	10,760	5.2%	784
81 Other Services (except Public Administration)	9,398	4.5%	751
31 Manufacturing	8,434	4.1%	290
56 Administrative and Support and Waste Mgmt.	6,835	3.3%	716
54 Professional, Scientific, and Technical Services	6,889	3.3%	473
48 Transportation and Warehousing	5,548	2.7%	221
42 Wholesale Trade	5,057	2.4%	327
52 Finance and Insurance	4,704	2.3%	466
61 Educational Services	3,570	1.7%	92
53 Real Estate and Rental and Leasing	2,778	1.3%	403
11 Agriculture, Forestry, Fishing and Hunting	1,886	0.9%	196
71 Arts, Entertainment, and Recreation	1,497	0.7%	102
51 Information	1,367	0.7%	101
55 Management of Companies and Enterprises	1,080	0.5%	26
22 Utilities	494	0.2%	37
21 Mining, Quarrying, and Oil and Gas Extraction	407	0.2%	27
99 Unclassified Industry	48	0.0%	54
Totals	**208,136**	**100.0%**	**1,696**

Source: Emsi. Payrolled business locations are for the year 2020.

A retail leakage analysis suggested that, given the existing spending power of its residents, the CTCOG Region could potentially support over 100 new retail businesses, particularly in categories such as grocery stores, restaurants, health and personal care stores, and miscellaneous retail stores. Real estate data indicates that there is persistent demand for retail space in the region, and that rents will remain modest compared to large Texas metro areas outside the region.

SWOT Analysis

Strengths	Weaknesses
• Population and job growth • Low cost of living • Central location • Natural resources • Accessibility to higher education • Quality of life • Large military presence • Transportation routes and highway systems • Access to healthcare system • Available land for industrial, residential and business growth • Proximity to Austin and ease of commuting to Austin • Friendliness of small communities • Strong local governments • Multiple parks and recreation opportunities • Diverse population • Growth in technology companies • Historic buildings • Mature infrastructure • Air service connectivity from GRK to national and international routes • Tourist destinations and cultural diversity	• Limited telecommunications and high-speed broadband availability, particularly in rural counties • Limited water/wastewater and aging infrastructure • Lack of high paying jobs • Lack of night life / entertainment • Educational disparities, especially in rural counties, and lack of talent with education at Masters and PhD levels • Limited affordable programs for youth • Lack of reliable/affordable public transportation • Lack of grocery and other retail in small communities • Limited tax base • Limited cross-community communication • Lack of coordinated messaging for Central Texas to recruit businesses and promote communities • Low availability of affordable child care • Lack of event programming • Lack of technology jobs, entrepreneur opportunities • Loss of rural hospitals • Lack of hangar space and marketing/branding of the regional airport, as well as poor air traveler capture vis-à-vis Austin • Inconsistent tax appraisal and GIS systems • Lack of rail-equipped space for distribution facilities

Opportunities	Threats
- Digital infrastructure readiness and rural broadband expansion - Unified development codes - Smart traffic solutions - Identify and pursue projects that advance environmental conservation and sustainability with the aim of protecting and enhancing quality of life - Alternative energy sources - Leverage available sites for industrial and commercial business growth and attraction - Business retention investments - Leverage and retain a robust workforce pipeline for business attraction, including existing trained workforce, local high school graduates, Fort Hood-affiliated personnel, and highly trained veteran workforce transitioning from the military - Improved disaster planning, coordination, and resiliency - Attraction of skilled talent and remote workers - Build out an innovation zone around the existing Research Park - Improved housing options to accommodate residential growth - Master planning for the airport - Manufacturing sector opportunities related to new Tesla Plant supply chain - Regional marketing and tourism planning leveraging Central Texas as the "hub" of the major metros, messaging around Interstate I-14 improvements/expansion, cultural diversity, rural character, and historical assets - Increased regional coordination via CTCOG	- Base Realignment and Closure (BRAC) - Resource constraints (water, transit, agriculture) - Restrictive federal policies - Political disconnect between local and state governmental authorities - Limited public-school funding - Economic damage from COVID-19 - Energy crisis - New constraints on local government imposed by the state legislature, including the redefinition of debt, limits on annexation, limits on ability to raise revenue - Local budget constraints to maintain existing infrastructure and support improvements to infrastructure and transportation necessary to attract businesses - Uncontrolled population growth combined with lack of regional land use planning

About This Plan

The heart of this CEDS is the Action Plan Matrix, which represents the culmination of a broad strategic planning process that led to stakeholder consensus on goals, measurable objectives, and prioritized tasks. That process including the SWOT analysis, the development of an economic base report, a review of other relevant regional and local plans, a capacity assessment, stakeholder information surveys, an Opportunities & Challenges Workshop, and a Resiliency and Recovery Workshop, plus continuous guidance from the CEDS Steering Committee. The Action Plan Matrix is built around four key goal areas: resiliency and recovery planning; business growth and attraction; community vitality; and capacity building. Additionally, this CEDS contains a Post-Pandemic Toolkit for ongoing use by CTCOG and its partners.

DDCT/CTCOG took an asset-based approach to creating a strategy that generates economic progress over the next five years while simultaneously addressing the economic resiliency of the region. Strategy development was informed by the region's critical infrastructure, services, and assets that need to be maintained and supported to ensure economic continuity in Central Texas. Those key assets include transportation (infrastructure and system), broadband internet, housing, education, employment, and healthcare and emergency services. This CEDS builds on existing relevant planning documents and is grounded in the current capacities and feasible capacity expansions of CTCOG and its partners.

The next page lays out the strategic direction that CTCOG and its partners plan to pursue from 2022-2026, along with performance measures that will be used to evaluate outcomes—that is, the impact of the CEDS' implementation on the region's economy. Following that, this document presents the Action Plan Matrix, organized around the four key goal areas and their respective objectives, and including prioritized actions, partner roles, general timeline, level of cost, and potential funding sources. (CTCOG will measure the performance of the plan's implementation, or outputs, on the basis of completion of action items in the matrix.)

Economic Recovery and Resilience

Economic resilience is treated as a distinct goal in this CEDS' Action Plan Matrix, though several strategies throughout the matrix will reinforce the region's resilience through broader economic vitality, connectivity, and capacity building.

DDCT/CTCOG stakeholders undertook a facilitated planning session in which they identified the most likely and impactful disaster types for the region, leveraging CTCOG's 2020 Threat and Hazard Identification and Risk Assessment (THIRA). They consulted the National Association of Development Organizations' resources on strategies for promoting resiliency. The strategies in the Action Plan Matrix were determined to be the highest priority steps the region and its jurisdictions can

take to 1) enhance the region's ability to *avoid or withstand* future shocks, and 2) improve the region's ability to *respond* to future shocks. As reflected in this CEDS, it became clear that a regional organization, like CTCOG, best serves the region's resiliency needs by making cross-jurisdictional connections, keeping abreast of funding opportunities, planning around resiliency, and communicating/convening stakeholders on the topic.

Strategic Framework

Evaluation Framework

GOAL: Strengthen the region's ability to avoid, withstand, and respond to future shocks

OBJECTIVES:
- Improve and formalize emergency operational and communication protocols within and across jurisdictions.
- Educate and prepare residents and businesses to better sustain themselves during disasters.
- Prepare and harden infrastructure needed for emergency communications, emergency services, and resilience.

OUTCOME MEASURES:
- (This goal area measured only by outputs, i.e. completion of action items in matrix, given the uncertainty of what form a disaster might take)

GOAL: Accelerate regional business attraction and growth

OBJECTIVES:
- Develop a strong regionally-based business marketing effort.
- Strengthen the conditions for growth of new and existing businesses.
- Cultivate, attract, and retain a talented workforce.

OUTCOME MEASURES:
- Job growth (overall and by sector)
- Labor force and labor participation growth
- Regional earnings growth
- Amount of private sector investment in the region

GOAL: Ensure the vitality of our communities and residents

OBJECTIVES:
- Proactively shape growth to ensure quality of place.
- Enhance the region's economic connectivity.
- Improve municipal systems that allow for fair taxation, stable revenues, and growth.

OUTCOME MEASURES
- Expansion of broadband access
- Reduction of retail leakage
- Alignment of housing stock to residents' needs
- Expansion of trails, greenspace access
- Expansion of public transit offerings and multi-modal transportation options
- Roadway conditions
- Utilization of airport
- Property tax revenue growth

GOAL: Further position CTCOG as a resource for local jurisdictions

OBJECTIVE:
- Strengthen CTCOG offerings to complement municipalities' capabilities.

OUTCOME MEASURES
- Grant funding secured by jurisdictions
- Jurisdiction participation in CTCOG programs and meetings

Action Plan Matrix

GOAL: Strengthen the region's ability to avoid, withstand, and respond to future shocks.

OBJECTIVE: Improve and formalize emergency operational and communication protocols within and across jurisdictions.

STRATEGIES & ACTIONS	ROLES	PRIORITY	TIMING	COST	FUNDING SOURCES
Prepare municipalities to function in remote/mobile formats during emergencies.	CTCOG technical advisement to jurisdictions	High	Near Term	$	FEMA Emergency Management Performance Grant (EMPG)
Resume periodic emergency drills on various scenarios, including rehearsals for key generator hookups.	CTCOG to sponsor	High	Near Term	$	N/A; staff time only
Evaluate scenarios for how people will access emergency medical services & supplies (including temperature-sensitive medicines) in consideration of rural areas' distance to hospitals.	CTCOG coordinate	High	Near Term	$	FEMA EMPG
Develop and maintain jurisdiction-specific protocols for emergency communications and operations, including Severe Weather Emergency Response Plans. Protocols should include regional communication; consider municipal leadership overturn; address communication with utilities providers; address backup power use; and address use of radio/TV for residents without social media. Appoint a CTCOG staff member to serve as a point person for advising municipal leaders in times of crisis and for performing checks that protocols are annually updated.	CTCOG to coordinate and provide templates where appropriate and needed	High	Near Term	$	FEMA EMPG
Host a "Small Town Summit" and coordinate basic emergency planning meetings on an ongoing basis.	CTCOG as lead; leverage FEMA NIMS materials	High	Mid Term	$$	N/A; staff time only
Create local volunteer task forces composed of residents willing to perform physical infrastructure checks and advise municipal leadership where roads, water distribution, and electric poles are out; seek participants that own drones.	Municipalities	Med	Mid Term	$	FEMA EMPG
Educate jurisdictions on how to leverage the Defense Support of Civil Authorities program to secure generators, water, etc. from Fort Hood during crises.	CTCOG with DSCA program and National Guard	Med	Mid Term	$	N/A; staff time only
Develop and centrally store templates for municipalities to send out emergency information (e.g. boil notices).	CTCOG	Low	Mid Term	$	N/A; staff time only

OBJECTIVE: Educate and prepare residents and businesses to better sustain themselves during disasters.

STRATEGIES & ACTIONS	ROLES	PRIORITY	TIMING	COST	FUNDING SOURCES
Assist businesses in developing continuity plans and accessing resources/programs for recovery and resilience. Leverage U.S. Chamber of Commerce Foundation's Disaster Preparedness and Recovery Guides.	CTCOG with SBDCs, local chambers, EDCs, and "SBA Regional Navigator" designee	High	Mid Term	$	SBA programs
Develop and disseminate educational materials to households regarding preparations they can make to sustain themselves longer without utilities or transportation.	CTCOG prepare materials; municipalities disseminate	Med	Mid Term	$	N/A; staff time only
Conduct outreach and assistance to residents of mobile homes and other vulnerable structures to encourage repairs and other measures to make them more resistant to storm impacts.	Municipalities, coordinated by CTCOG, in collaboration with Housing Divisions, Offices on Aging, Hill Country Community Action	Med	Mid Term	$$	N/A; staff time only
Consider processes for jurisdictions to further build relationships with residents to gain awareness of who has special needs and risks in the event of a crisis.	Municipalities with local real estate groups; Belton "R U OK?" model	Med	Long Term	$$	N/A; staff time only
Encourage businesses to explore profitable supply chain localization measures.	CTCOG with local chambers and advisement from TMAC (Texas' Manufacturing Extension Partnership)	Low	Long Term	$	TMAC assistance pursuing individual grants for businesses to offset costs

OBJECTIVE: Prepare and harden infrastructure needed for emergency communications, emergency services, & resilience.

STRATEGIES & ACTIONS	ROLES	PRIORITY	TIMING	COST	FUNDING SOURCES
Identify facilities that can house displaced/evacuated residents and serve as command-and-control centers. Prepare them with backup generators, caches of food/water, and transportation plans.	Rural communities	High	Near Term	$	FEMA EMPG
Evaluate the cyber preparedness of CTCOG's 7-county 911 system.	CTCOG	High	Near Term	$$	FEMA EMPG
Procure and place generators (esp. diesel with 5-7 day capacity) at additional priority locations that will serve as warming/cooling centers.	CTCOG coordinate with municipalities and service providers	High	Mid Term	$$	FEMA EMPG
Adopt rural healthcare innovation models that provide for rural urgent care and health emergency response teams, leveraging Texas A&M Health.	Counties, Texas A&M Health (OnMed collaboration)	High	Mid Term	$$	Texas A&M Health program supported by Blue Cross and Blue Shield of Texas
Continue investing in and hardening broadband and cellular networks (e.g. improved battery backup and/or solar on cell towers/repeaters).	CTCOG coordinate with municipalities and service providers	High	Long Term	$$	Municipal funds
Invest in roadways needed for emergency services.	CTCOG advise communities on prioritization of maintenance investments	High	Long Term	$$$	Killeen-Temple Metropolitan Organization (KTMPO)
Set up social media channels for individual jurisdictions to build following for improved outreach during emergencies.	Individual jurisdictions, with CTCOG technical assistance	Med	Near Term	$	N/A; staff time only
Explore and develop capability for CTCOG to deliver alerts to all phones active in the region.	CTCOG	Med	Near Term	$	N/A; staff time only
Educate jurisdictions on resources available for cyberattack prevention and mitigation.	CTCOG, leveraging Texas Municipal League and State resources	Med	Mid Term	$	FEMA EMPG
Invest in backup power and communications; consider use of solar for redundancy.	CTCOG coordinate municipalities	Med	Mid Term	$$	FEMA Hazard Mitigation Grant Program & Pre-Disaster Mitigation Program

GOAL: Accelerate regional business attraction and growth.

OBJECTIVE: Develop a strong regionally-based business marketing effort.

STRATEGIES & ACTIONS	ROLES	PRIORITY	TIMING	COST	FUNDING SOURCES
Develop a regional brand and marketing plan and unified business attraction messaging effort and showcasing Central Texas as the "hub" of the major Texas metros; diversity of communities and people, including lower-density rural living options; I-14 improvements/expansion; and historical heritage tourism.	CTCOG	High	Mid Term	$$	Municipal contributions
Hold Opportunity Zone investment forums to generate interest in specific development projects and connect investors with developers.	CTCOG with OZ host municipalities	High	Near Term	$	N/A; staff time only
Develop a regionally-based tourism marketing effort promoting area destinations, downtowns, and outdoor assets.	CTCOG	Med	Long Term	$$	Municipal contributions; Texas Commission on the Arts' Cultural Districts Designation Program and associated grants
Integrate messaging about the Fort Hood talent base into business attraction marketing efforts.	CTCOG	Low	Mid Term	$	Municipal contributions

OBJECTIVE: Strengthen the conditions for growth of new and existing businesses.

STRATEGIES & ACTIONS	ROLES	PRIORITY	TIMING	COST	FUNDING SOURCES
Expand broadband, creating a Broadband Advisory Council to accelerate the audit/survey/buildout process across jurisdictions.*	CTCOG with Connected Nation and locally active ISPs	High	Near Term	$$$	ARPA, Connected Nation, Rural Digital Opportunity Fund
Develop a regional water/sewer plan prioritizing investments needed for industry growth.	CTCOG with local water and sewer authorities	High	Near Term	$$	Texas Water Development Board; USDA Rural Development
Identify and prepare additional sites for industrial and distribution facilities; conduct site assessment and preliminary site design to aid in prioritization and site marketing.	EDCs as lead, with counties and municipalities	High	Mid Term	$$	CDBG for certain areas; potential future TxEDC programs replacing Texas Capital Fund Real Estate &
Build on the momentum of the Research Park to further cultivate high-tech industry clusters; study the potential to develop a broader "innovation zone" with the Park as its hub.*	CTCOG with Central Texas A&M	High	Mid Term	$$	Municipal contributions
Create a regional outreach effort to promote entrepreneurial opportunities to Fort Hood personnel transitioning into the civilian workforce, with a focus on defense contractor opportunities.	CTCOG, SBDCs, area incubators, PTACs	Med	Mid Term	$	DOD Office of Local Defense Community Cooperation; SBA Office of Veterans Business Development
Collaborate with Tesla to connect local businesses to related supply chain opportunities.	CTCOG and Tesla with local chambers and advisement from TMAC (Texas' Manufacturing Extension	Low	Near Term	$	N/A; staff time only
Encourage greater utilization of Procurement Technical Assistance Centers to help local businesses capture greater federal procurement opportunities and Fort Hood economic impact; host education/awareness events in collaboration with PTACs.*	PTACs, Small Business Development Centers (SBDCs), CTCOG, Fort Hood	Low	Mid Term	$	N/A; staff time only
Promote digital literacy in small businesses, leveraging existing training models.*	Chambers	Low	Mid Term	$$	N/A; staff time only

These strategies additionally promote economic resilience through economic diversification and equipping businesses to more easily pivot and sustain themselves through a variety of economic shocks.

OBJECTIVE: Cultivate, attract, and retain a talented workforce.

STRATEGIES & ACTIONS	ROLES	PRIORITY	TIMING	COST	FUNDING SOURCES
Strengthen and continue partnerships between institutions of higher education and high/middle schools in the region to provide apprenticeships opportunities and increase participation of youth in skilled jobs and post-secondary degrees.	High schools and middle schools, higher education institutions, Workforce Solutions of Central Texas, Chambers, major employers	High	Mid Term	$	Texas Workforce Commission programs (Skills Development Fund), employer contributions
Further leverage and scale mechanisms for facilitating entry of Fort Hood personnel into local private sector talent pool (e.g. the Heroes MAKE America and Hiring Our Heroes programs). Create a marketing campaign and associated "concierge service" to encourage Fort Hood personnel to remain local after service, supporting them in career exploration and accessing transitional services.	CTCOG coordinate with area higher education institutions, Workforce Solutions of Central Texas, Heart of Texas Defense Alliance, Chambers, Hiring our Heroes (U.S. Chamber Foundation), Heroes Make America (The Manufacturing Institute)	High	Long Term	$$	CTCOG and partner staff time with potential employer contributions / sponsorships

GOAL: Ensure the vitality of our communities and residents.

OBJECTIVE: Proactively shape growth to ensure quality of place.

STRATEGIES & ACTIONS	ROLES	PRIORITY	TIMING	COST	FUNDING SOURCES
Study the region's housing stock and develop strategies to ensure adequate housing product for current and future residents. Product should outline tactics for municipalities to help induce both new construction and improvements to substandard homes.	CTCOG and jurisdictions	High	Near Term	$$	Community Development Block Grant
Create a Regional Trails Plan that enhances multi-modal transportation options and ensures robust access to outdoor amenities and water features.	CTCOG and KTMPO, jurisdictions, Texas Parks and Wildlife, US Army Corp of	High	Mid Term	$$	KTMPO; Texas Parks & Wildlife Department (e.g. Recreational Trails Grants)
Encourage a diversity of retail, services, and entertainment establishments, particularly in downtowns; conduct retail leakage studies; host a small-town "Texas Downtowns" regional gathering to discuss strategies to increase foot traffic.	CTCOG, local EDCs	High	Mid Term	$$	N/A; staff time only
Develop a regional land use plan and master plans for cities, setting the foundation for decisions affecting where growth and development are channeled.	CTCOG and jurisdictions	Med	Near Term	$$	Texas Dept. of Agriculture Programs (TCF; DRP; Planning & Capacity Building Fund)
Assist jurisdictions with updating ordinances and policies in anticipation of subdivision development interest; with attention to policies requiring developer contribution to utilities expansion.	CTCOG and jurisdictions	Low	Mid Term	$$	N/A; staff time only

OBJECTIVE: Enhance the region's economic connectivity.

STRATEGIES & ACTIONS	ROLES	PRIORITY	TIMING	COST	FUNDING SOURCES
Expand broadband, creating a Broadband Advisory Council to accelerate the audit/survey/buildout process across jurisdictions.	CTCOG with Connected Nation and locally active ISPs	High	Near Term	$$$	ARPA, Connected Nation, Rural Digital Opportunity Fund
Expand public transit offerings to provide reliable, affordable public transportation options for connecting rural residents with employment centers.	CTCOG, Hill Country Transit District, TXDOT, MPOs	High	Near Term	$$	Federal formula funds
Improve the conditions of roadways, with particular attention to increased use of county roads.	CTCOG discussions with Killen-Temple MPO and other MPOs	Med	Near Term	$$$	State Highway Fund, CDBG
Develop an airport master plan addressing airport marketing/branding, increasing competitiveness vis-à-vis Austin, and needed upgrades such as additional hangar space.	CTCOG and airport authority	Med	Mid Term	$$	FAA Airport Improvement Program

OBJECTIVE: Improve municipal systems that allow for fair taxation, stable revenues, and growth.

STRATEGIES & ACTIONS	ROLES	PRIORITY	TIMING	COST	FUNDING SOURCES
Accelerate appraisal efforts, particularly in high-growth communities.	Tax Appraisal Districts with CTCOG coordinating	High	Near	$$	N/A; staff time only
Harmonize all communities' GIS systems and parcel address methodologies.	Municipalities with CTCOG technical assistance	Low	Mid Term	$$	N/A; staff time only

GOAL: Further position CTCOG as a resource for local jurisdictions.

OBJECTIVE: Strengthen CTCOG offerings to complement municipalities' capabilities.

| STRATEGIES & ACTIONS	ROLES	PRIORITY	TIMING	COST	FUNDING SOURCES
Build additional capacity to assist jurisdictions with grant identification/writing/administration.	CTCOG	High	Near Term	$$	N/A; staff time only
Hold a periodic introductory class for newly elected officials to familiarize them with CTCOG capabilities, and to provide them with a "municipal imperatives" cheat sheet to aid in their prioritization.	CTCOG	Med	Near Term	$	
Create marketing materials summarizing CTCOG services, assistance, and resources available to municipalities.	CTCOG	Med	Near Term	$	
Conduct remote/hybrid meetings to increase accessibility for rural communities.	CTCOG	Med	Near Term	$	
Provide technical support as-needed to communities on subjects of planning, transportation, legal, etc.	CTCOG	Med	Mid Term	$$	
Perform a "circuit rider" function, checking in with smaller/rural communities in particular to ensure functioning relationships with Tax Appraisal Districts, 911 system effectiveness, etc.	CTCOG	Low	Near Term	$	

Appendix A: Economic Profile

Introduction

The following market overview presents information on the current economic conditions of the Central Texas Council of Governments (CTCOG) Region, in terms of demographic, industrial, and real estate trends. Insights from this analysis provided a foundation for strategic planning purposes in later phases of the project. The data displayed throughout the market profile was collected from numerous sources that collectively depict current market conditions, including the American Community Survey estimates from the US Census Bureau, Esri, Emsi, and CoStar.

Market Area

The following sections on demographic, economic, and industry trends incorporate data covering two geographies: (1) The CTCOG Region as a whole comprised of Bell, Coryell, Hamilton, Lampasas, Milam, Mills, and San Saba Counties; and (2) the State of Texas. The maps below depict these geographies.
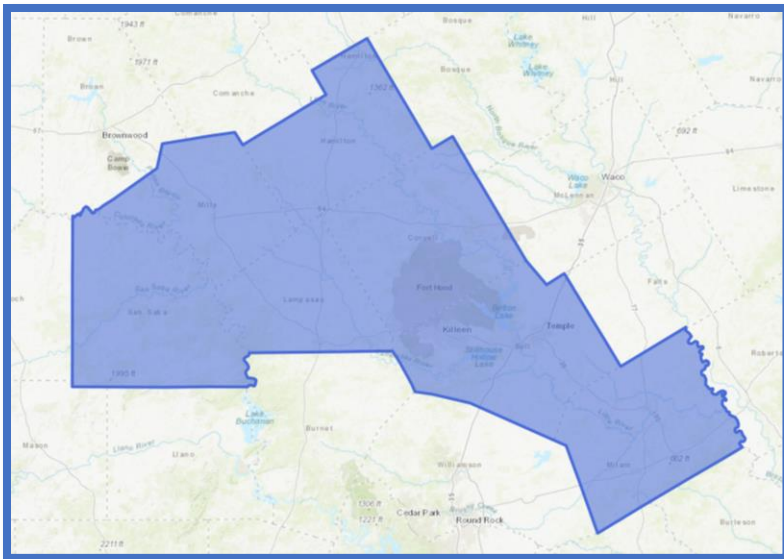
"CTCOG Region" – Bell, Coryell, Hamilton, Lampasas, Milam, Mills, and San Saba Counties

Texas, with CTCOG Region shown in blue

Page 19

Demographics

Overview

The table shown at right is a comparison of demographic trends for the CTCOG Region and the State of Texas.
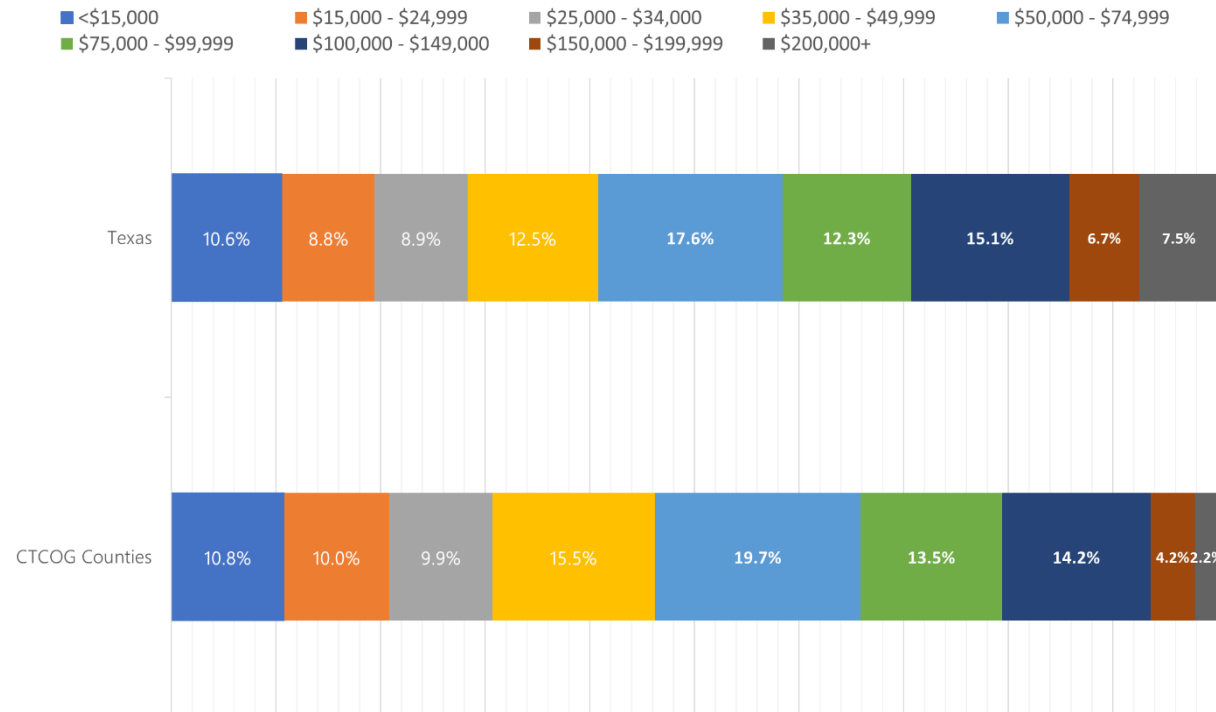
- Both geographies have realized a significant growth in population over the last ten years. Texas population growth slightly outpaced growth in the CTCOG Region.

- The number of households has grown in both geographies at a similar pace.

- Average household size in the CTCOG Region has remained largely unchanged, where it has grown slightly in Texas.

- The CTCOG Region's median age is 33, about two years below the State median age, but the CTCOG Region is aging faster than the State.

Demographic Fundamentals

Population

	2010	2020	Change	% Change
CTCOG Counties	449,641	527,639	77,998	17.3%
Texas	25,145,561	29,806,340	4,660,779	18.5%

Households

	2010	2020	Change	% Change
CTCOG Counties	161,201	189,022	27,821	17.3%
Texas	8,922,933	10,521,548	1,598,615	17.9%

Average Household Size

	2010	2020	Change	% Change
CTCOG Counties	2.66	2.67	0.01	0.4%
Texas	2.75	2.78	0.03	1.1%

Median Age

	2010	2020	Change	% Change
CTCOG Counties	30.9	33.0	2.1	6.8%
Texas	33.6	35.1	1.5	4.5%

Source: ESRI

Household Income Distribution

The figure to the right compares the household income distribution of the two geographies. Compared to the State, the CTCOG Region has a higher percentage of households earning less than $75,000 annually, at 65.9% for the Region and 58.4% for the State. The Region has a lower percentage of households earning more than $150,000 annually at 6.4%, compared to 14.2% at the State level.

	<$15,000	$15,000 - $24,999	$25,000 - $34,000	$35,000 - $49,999	$50,000 - $74,999	$75,000 - $99,999	$100,000 - $149,000	$150,000 - $199,999	$200,000+
Texas	10.6%	8.8%	8.9%	12.5%	17.6%	12.3%	15.1%	6.7%	7.5%
CTCOG Counties	10.8%	10.0%	9.9%	15.5%	19.7%	13.5%	14.2%	4.2%	2.2%

Source: ESRI

Projected Income Growth

The five-year projected growth in median household income is displayed in the table to the right. Although income is expected to grow in both geographies, it is expected to grow at a lesser rate in the CTCOG Region.

| Projected Income Growth				
Median Household Income				
	2020	2025	Change	Growth %
CTCOG Counties	$53,449	$55,951	$2,502	4.7%
Texas	$60,820	$65,282	$4,462	7.3%

Source: ESRI

Retail Market Analysis

A retail gap analysis identifies specific retail categories where residents are spending more on a particular good than the total amount of sales of that good that are occurring within a specified Region. In other words, retail 'leakages' exist where residents are meeting their needs for these products and services by traveling outside the Region to make their purchases. By creating new businesses or expanding existing businesses in retail categories with a sales leakage, a portion of these leakages and economic activity can be recaptured in the Region.

Due to the diffuse nature of the CTCOG Region, many of the goods and services will be bought outside the Region and thus create retail leakages. The level of retail leakages is used to calculate the number of new businesses, and square footage, that the Region could support if 25% of the leakage is recaptured.

2017 Leakage/Surplus Factor by Industry Subsector
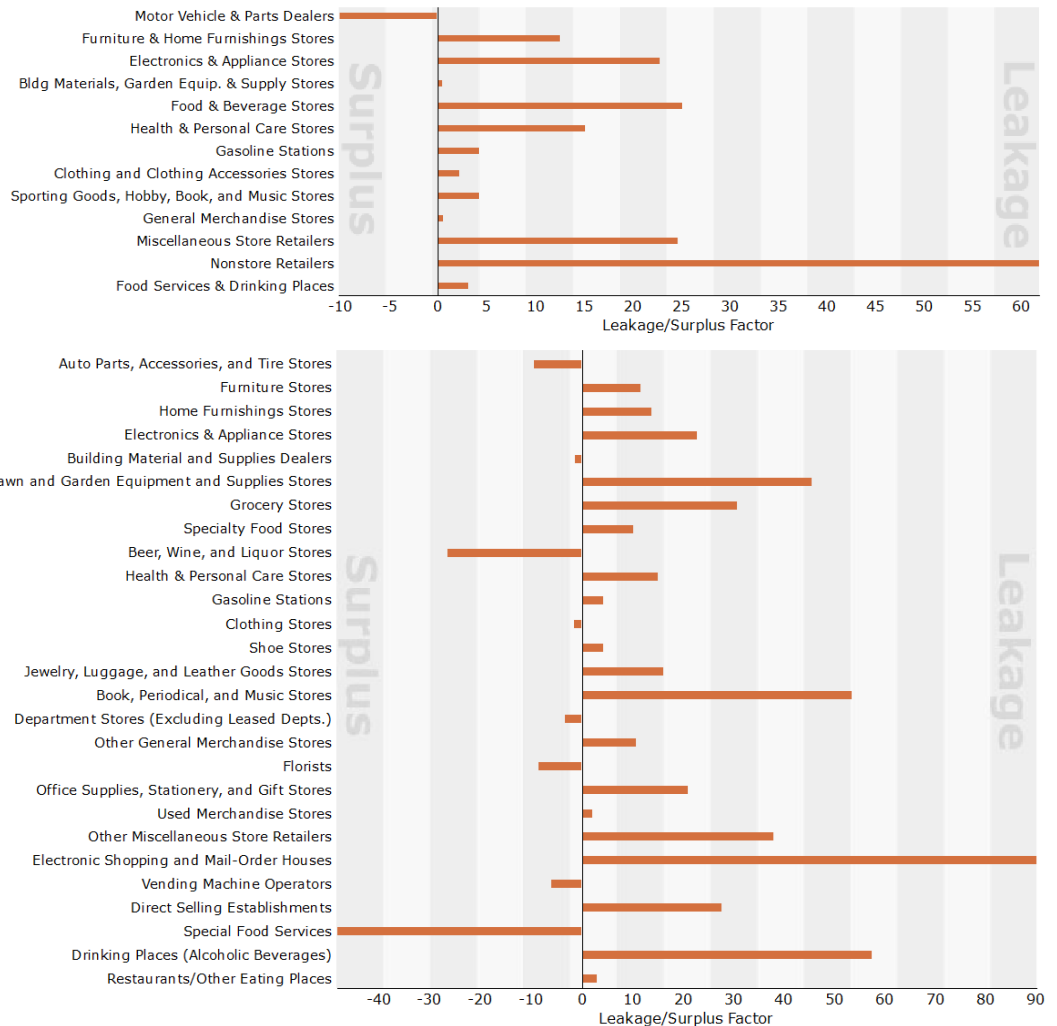
The table to the right displays the retail marketplace profile for the CTCOG Region. Retail categories in bold show a retail leakage, where local demand exceeds local supply.

The following retail categories exhibit retail leakages:

- Other Motor Vehicle Dealers
- Furniture Stores
- Home Furnishings Stores
- Lawn & Garden Equip & Supply Stores
- Grocery Stores
- Specialty Food Stores
- Health & Personal *Care* Stores
- Gasoline Stations
- Shoe Stores
- Jewelry, Luggage & Leather Goods Stores
- Sporting Goods/Hobby/Musical Instr. Stores
- Book, Periodical & Music Stores
- Other General Merchandise Stores
- Office Supplies, Stationery & Gift Stores
- Used Merchandise Stores
- Other Miscellaneous Store Retailers
- Drinking Places - Alcoholic Beverages
- Restaurants/Other Eating Places

	Sales Surplus & Leakage, CTCOG Region				
NAICS	2017 Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	# of Businesses
441	Motor Vehicle & Parts Dealers	$1,182,762,175	$1,450,531,122	($267,768,947)	322
4411	Automobile Dealers	$953,742,203	$1,241,168,885	($287,426,682)	164
4412	**Other Motor Vehicle Dealers**	**$127,261,189**	**$86,219,820**	**$41,041,369**	**32**
4413	Auto Parts, Accessories & Tire Stores	$101,758,783	$123,142,417	($21,383,634)	126
442	**Furniture & Home Furnishings Stores**	**$180,746,900**	**$140,315,107**	**$40,431,793**	**98**
4421	**Furniture Stores**	**$106,284,823**	**$84,046,584**	**$22,238,239**	**54**
4422	**Home Furnishings Stores**	**$74,462,077**	**$56,268,523**	**$18,193,554**	**44**
443	**Electronics & Appliance Stores**	**$189,038,691**	**$118,533,727**	**$70,504,964**	**68**
444	**Bldg Materials, Garden Equip. & Supply Stores**	**$346,296,844**	**$343,120,501**	**$3,176,343**	**140**
4441	Bldg Material & Supplies Dealers	$326,189,238	$335,651,898	($9,462,660)	118
4442	**Lawn & Garden Equip & Supply Stores**	**$20,107,606**	**$7,468,603**	**$12,639,003**	**22**
445	**Food & Beverage Stores**	**$972,045,509**	**$580,471,012**	**$391,574,497**	**280**
4451	**Grocery Stores**	**$883,383,995**	**$465,081,472**	**$418,302,523**	**186**
4452	**Specialty Food Stores**	**$41,312,137**	**$33,576,183**	**$7,735,954**	**52**
4453	Beer, Wine & Liquor Stores	$47,349,377	$81,813,357	($34,463,980)	42
446	**Health & Personal Care Stores**	**$309,690,507**	**$227,949,775**	**$81,740,732**	**140**
447	**Gasoline Stations**	**$546,957,486**	**$501,494,767**	**$45,462,719**	**183**
448	**Clothing & Clothing Accessories Stores**	**$234,097,030**	**$223,544,379**	**$10,552,651**	**215**
4481	Clothing Stores	$156,503,437	$161,167,559	($4,664,122)	140
4482	**Shoe Stores**	**$33,093,441**	**$30,356,317**	**$2,737,124**	**26**
4483	**Jewelry, Luggage & Leather Goods Stores**	**$44,500,152**	**$32,020,503**	**$12,479,649**	**49**
451	**Sporting Goods, Hobby, Book & Music Stores**	**$179,809,034**	**$165,028,381**	**$14,780,653**	**136**
4511	**Sporting Goods/Hobby/Musical Instr Stores**	**$160,178,814**	**$159,090,294**	**$1,088,520**	**118**
4512	**Book, Periodical & Music Stores**	**$19,630,220**	**$5,938,087**	**$13,692,133**	**18**
452	**General Merchandise Stores**	**$923,152,230**	**$912,038,519**	**$11,113,711**	**144**
4521	Department Stores Excluding Leased Depts.	$636,455,219	$681,289,987	($44,834,768)	52
4529	**Other General Merchandise Stores**	**$286,697,011**	**$230,748,532**	**$55,948,479**	**92**
453	**Miscellaneous Store Retailers**	**$212,952,470**	**$128,473,813**	**$84,478,657**	**290**
4531	Florists	$8,640,764	$10,288,545	($1,647,781)	38
4532	**Office Supplies, Stationery & Gift Stores**	**$44,234,821**	**$28,827,267**	**$15,407,554**	**72**
4533	**Used Merchandise Stores**	**$34,864,278**	**$33,390,236**	**$1,474,042**	**74**
4539	**Other Miscellaneous Store Retailers**	**$125,212,607**	**$55,967,765**	**$69,244,842**	**106**
722	**Food Services & Drinking Places**	**$581,338,577**	**$545,691,556**	**$35,647,021**	**842**
7223	Special Food Services	$6,989,689	$20,177,025	($13,187,336)	20
7224	**Drinking Places - Alcoholic Beverages**	**$20,698,655**	**$5,560,029**	**$15,138,626**	**37**
7225	**Restaurants/Other Eating Places**	**$553,650,233**	**$519,954,502**	**$33,695,731**	**785**

Source: ESRI

The table below displays the full extent of additional supportable retail in the Region, if we assume a 25% recapture of existing retail leakage. At this recapture rate, the CTCOG Region could potentially support over 100 new businesses across the displayed categories. **Grocery Stores, Other Miscellaneous Store Retailers, Restaurants/Other Eating Places,** and **Health & Personal Care Stores** could each support over 10 new establishments.

	Retail Gap Analysis CTCOG Counties						
NAICS	2017 Industry Group	Retail Gap	25% Recapture	Average Sales per Business	Supportable Business Count	Average Sales per SF	Supportable SF
4412	Other Motor Vehicle Dealers	$41,041,369	$10,260,342	$3,445,943	2.98	$500	20,521
4421	Furniture Stores	$22,238,239	$5,559,560	$2,022,826	2.75	$500	11,119
4422	Home Furnishings Stores	$18,193,554	$4,548,389	$1,529,926	2.97	$500	9,097
4442	Lawn & Garden Equip & Supply Stores	$12,639,003	$3,159,751	$726,155	4.35	$400	7,899
4451	Grocery Stores	$418,302,523	$104,575,631	$5,009,801	20.87	$300	348,585
4452	Specialty Food Stores	$7,735,954	$1,933,989	$797,015	2.43	$500	3,868
446	Health & Personal Care Stores	$81,740,732	$20,435,183	$2,006,669	10.18	$350	58,386
447	Gasoline Stations	$45,462,719	$11,365,680	$4,161,241	2.73	$350	32,473
4482	Shoe Stores	$2,737,124	$684,281	$1,219,283	0.56	$350	1,955
4483	Jewelry, Luggage & Leather Goods Stores	$12,479,649	$3,119,912	$1,096,304	2.85	$500	6,240
4511	Sporting Goods/Hobby/Musical Instr Stores	$1,088,520	$272,130	$1,656,624	0.16	$350	778
4512	Book, Periodical & Music Stores	$13,692,133	$3,423,033	$1,081,614	3.16	$350	9,780
4529	Other General Merchandise Stores	$55,948,479	$13,987,120	$3,499,813	4.00	$350	39,963
4532	Office Supplies, Stationery & Gift Stores	$15,407,554	$3,851,889	$741,279	5.20	$350	11,005
4533	Used Merchandise Stores	$1,474,042	$368,511	$474,333	0.78	$350	1,053
4539	Other Miscellaneous Store Retailers	$69,244,842	$17,311,211	$927,208	18.67	$350	49,461
7224	Drinking Places - Alcoholic Beverages	$15,138,626	$3,784,657	$497,821	7.60	$300	12,616
7225	Restaurants/Other Eating Places	$33,695,731	$8,423,933	$757,049	11.13	$300	28,080
	Total	**$868,260,793**	**$217,065,198**		**103.37**		**652,879**

Source: ESRI. MRB Group

Industry Analysis

Industry Composition

The following figure shows the industry sector composition of the CTCOG Region in 2021. The largest industry sector in the Region is **Government**, accounting for 78,316 jobs, or approximately 38% of total jobs. **Health Care and Social Assistance** is the second largest industry sector by employment, with 23,303 employees. **Retail Trade** is third largest, employing 20,297.

	Employment by Sector in 2021					
		CTCOG Counties			Texas	
	NAICS & Description	2021 Jobs	% of All Jobs	Payrolled Business Locations	2021 Jobs	% of All Jobs	Payrolled Business Locations
90	Government	78,316	37.6%	462	2,176,530	21.3%	16,926
62	Health Care and Social Assistance	23,303	11.2%	992	1,622,492	15.9%	87,735
44	Retail Trade	20,297	9.8%	1,163	1,382,229	13.5%	79,163
72	Accommodation and Food Services	15,468	7.4%	835	1,223,504	12.0%	57,302
23	Construction	10,760	5.2%	784	1,029,101	10.1%	53,869
81	Other Services (except Public Administration)	9,398	4.5%	751	795,254	7.8%	57,323
31	Manufacturing	8,434	4.1%	290	931,853	9.1%	25,856
56	Administrative and Support and Waste Mgmt.	6,835	3.3%	716	929,077	9.1%	39,845
54	Professional, Scientific, and Technical Services	6,889	3.3%	473	984,427	9.6%	98,986
48	Transportation and Warehousing	5,548	2.7%	221	618,758	6.1%	22,269
42	Wholesale Trade	5,057	2.4%	327	629,601	6.2%	47,325
52	Finance and Insurance	4,704	2.3%	466	638,064	6.2%	42,684
61	Educational Services	3,570	1.7%	92	247,746	2.4%	8,457
53	Real Estate and Rental and Leasing	2,778	1.3%	403	284,565	2.8%	34,633
11	Agriculture, Forestry, Fishing and Hunting	1,886	0.9%	196	111,512	1.1%	10,346
71	Arts, Entertainment, and Recreation	1,497	0.7%	102	175,298	1.7%	8,522
51	Information	1,367	0.7%	101	217,686	2.1%	11,086
55	Management of Companies and Enterprises	1,080	0.5%	26	152,234	1.5%	3,681
22	Utilities	494	0.2%	37	54,759	0.5%	2,048
21	Mining, Quarrying, and Oil and Gas Extraction	407	0.2%	27	236,332	2.3%	9,510
99	Unclassified Industry	48	0.0%	54	9,766	0.1%	6,724
	Totals	**208,136**	**100.0%**	**1,696**	**10,219,675**	**100.0%**	**724,289**

Source: Emsi. Payrolled business locations are for the year 2020.

Employment Trends

Over the last ten years, the CTCOG Region has had a net gain in jobs of 2.4%, or 4,947 jobs, a much smaller growth rate as compared to the State. In terms of job count, employment growth was primarily driven by **Healthcare & Social Assistance; Retail Trade; Accommodation & Food Services; Construction;** and **Education** industries. These industries have grown throughout the State. Conversely, while the **Government** industry sector has grown 6.6% in Texas, the CTCOG region has lost 13% or 11,796 of its jobs in this industry sector over the last ten years. Notably, the **Management of Companies and Enterprises** has grown 896% in the CTCOG Region, adding 971 jobs from a low base.

Employment Change by Sector 2011 - 2021									
	NAICS & Description	CTCOG Counties				Texas			
		2011 Jobs	2021 Jobs	# Change	% Change	2011 Jobs	2021 Jobs	# Change	% Change
44	Retail Trade	17,460	20,297	2,837	16.2%	1,237,791	1,382,229	144,438	11.7%
62	Health Care and Social Assistance	20,547	23,303	2,757	13.4%	1,285,539	1,622,492	336,954	26.2%
72	Accommodation and Food Services	12,947	15,468	2,521	19.5%	960,441	1,223,504	263,063	27.4%
23	Construction	8,409	10,760	2,351	28.0%	758,891	1,029,101	270,210	35.6%
61	Educational Services	2,281	3,570	1,289	56.5%	186,993	247,746	60,752	32.5%
55	Management of Companies and Enterprises	108	1,080	971	896.0%	83,461	152,234	68,773	82.4%
56	Administrative and Support and Waste Management and Remediation Services	5,882	6,835	952	16.2%	766,929	929,077	162,148	21.1%
54	Professional, Scientific, and Technical Services	6,091	6,889	798	13.1%	680,818	984,427	303,609	44.6%
53	Real Estate and Rental and Leasing	2,115	2,778	663	31.3%	215,116	284,565	69,449	32.3%
42	Wholesale Trade	4,459	5,057	598	13.4%	533,556	629,601	96,045	18.0%
81	Other Services (except Public Administration)	8,853	9,398	545	6.2%	699,909	795,254	95,345	13.6%
31	Manufacturing	7,903	8,434	531	6.7%	858,074	931,853	73,779	8.6%
71	Arts, Entertainment, and Recreation	1,011	1,497	487	48.1%	136,573	175,298	38,725	28.4%
48	Transportation and Warehousing	5,178	5,548	370	7.1%	426,540	618,758	192,218	45.1%
11	Agriculture, Forestry, Fishing and Hunting	1,728	1,886	158	9.1%	110,270	111,512	1,242	1.1%
52	Finance and Insurance	4,642	4,704	62	1.3%	510,101	638,064	127,963	25.1%
21	Mining, Quarrying, and Oil and Gas Extraction	364	407	44	12.0%	241,850	236,332	(5,518)	(2.3%)
99	Unclassified Industry	56	48	(9)	(15.6%)	3,301	9,766	6,465	195.8%
22	Utilities	525	494	(31)	(5.9%)	48,996	54,759	5,763	11.8%
51	Information	2,518	1,367	(1,151)	(45.7%)	204,212	217,686	13,473	6.6%
90	Government	90,112	78,316	(11,796)	(13.1%)	2,041,354	2,176,530	135,176	6.6%
	Totals	**203,189**	**208,136**	**4,947**	**2.4%**	**11,990,716**	**14,450,786**	**2,460,071**	**20.5%**

Source: Emsi

Projected Employment Trends

Over the next ten years, the County's largest sector, Government, is projected to lose roughly another 200 jobs. Other than Government and the Finance & Insurance industry, all other industries are projected to grow over the next ten years. In terms job count, Healthcare & Social Assistance and Accommodation & Food Services are project to add the most jobs, at 2,865 and 2,405 jobs respectively.

Projected Employment Growth by Sector through 2031

|	NAICS & Description	CTCOG Counties				Texas			
		2021 Jobs	2031 Jobs	# Change	% Change	2021 Jobs	2031 Jobs	# Change	% Change
62	Health Care and Social Assistance	23,303	26,277	2,865	12.2%	1,622,492	1,892,641	270,149	16.7%
72	Accommodation and Food Services	10,760	18,241	2,405	15.2%	1,029,101	1,410,066	186,563	15.2%
61	Educational Services	1,497	4,959	1,379	38.5%	175,298	299,561	51,816	20.9%
44	Retail Trade	15,468	21,499	1,290	6.4%	1,223,504	1,457,198	74,970	5.4%
56	Administrative and Support and Waste Management and Remediation Services	6,889	7,856	1,070	15.8%	984,427	1,008,877	79,801	8.6%
23	Construction	3,570	11,784	1,054	9.8%	247,746	1,120,005	90,904	8.8%
54	Professional, Scientific, and Technical Services	2,778	7,769	1,015	15.0%	284,565	1,159,792	175,365	17.8%
81	Other Services (except Public Administration)	1,080	10,184	633	6.6%	152,234	860,337	65,083	8.2%
71	Arts, Entertainment, and Recreation	4,704	2,050	478	30.4%	638,064	201,708	26,410	15.1%
48	Transportation and Warehousing	5,057	5,968	384	6.9%	629,601	680,192	61,434	9.9%
55	Management of Companies and Enterprises	48	1,434	341	31.2%	9,766	180,762	28,528	18.7%
42	Wholesale Trade	9,398	5,437	298	5.8%	795,254	650,475	20,875	3.3%
31	Manufacturing	6,835	8,771	198	2.3%	929,077	946,142	14,289	1.5%
53	Real Estate and Rental and Leasing	5,548	2,947	174	6.3%	618,758	300,945	16,380	5.8%
51	Information	407	1,566	149	10.5%	236,332	225,406	7,720	3.5%
21	Mining, Quarrying, and Oil and Gas Extraction	1,367	496	89	21.8%	217,686	277,412	41,080	17.4%
11	Agriculture, Forestry, Fishing and Hunting	1,886	1,991	86	4.5%	111,512	112,206	694	0.6%
22	Utilities	494	547	25	4.8%	54,759	56,838	2,080	3.8%
99	Unclassified Industry	78,316	71	4	5.4%	2,176,530	9,408	(358)	(3.7%)
52	Finance and Insurance	8,434	4,657	(210)	(4.3%)	931,853	691,511	53,447	8.4%
90	Government	20,297	78,119	(214)	(0.3%)	1,382,229	2,307,775	131,245	6.0%
	Totals	**208,136**	**222,622**	**13,511**	**7.0%**	**14,450,786**	**15,849,260**	**1,398,473**	**9.7%**

Source: Emsi

Shift Share

Shift share analysis provides insights on industry-specific employment growth by distinguishing influences of local competitive advantages from national employment trends. These insights can explain why employment has grown or declined in a given local industry over a specified period of time.

There are four components of shift share analysis:

1. **Industrial Mix Effect** is the share of regional industry trends that can be attributed to nationwide trends in the specified industry.
2. **National Growth Effect** is the share of regional industry growth that is explained by the growth in the national economy as a whole.
3. **Expected Change** is the sum of the industrial mix and national growth effects. Both the national-level industry trends and the performance of the national economy will have a measurable impact on regional industry growth. This figure reflects industry-specific and economic trends at the national level.
4. **Competitive Effect** indicates how much of the job change within the CTCOG Region is the result of some unique competitive advantage of the Region. The competitive effect measures the job change that occurs within a regional industry that cannot be explained by broader trends (i.e. the National Growth Effect and the Industrial Mix Effect).

Shift Share Analysis CTCOG
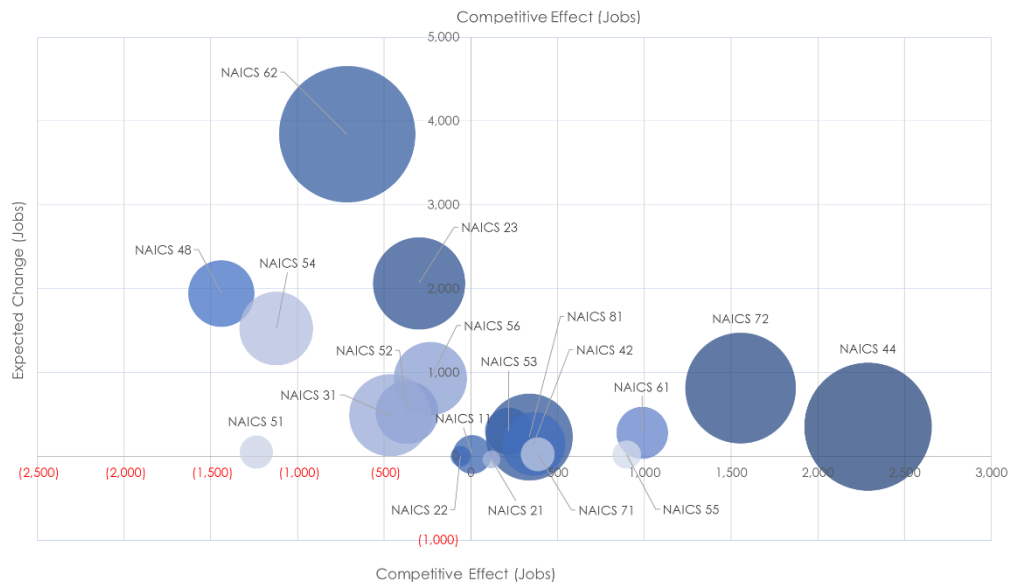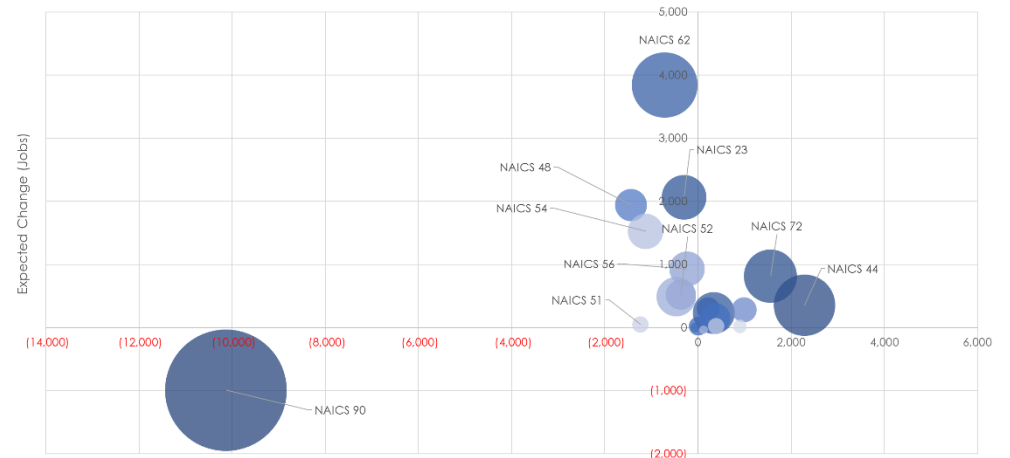
The table to the right displays the shift share analysis for CTCOG Region from 2010-2020. Assuming Central Texas mirrored national industry and economic growth trends over the same time period, the Region would have added approximately 13,875 jobs. Instead, the Region added only 4,947 jobs, indicating a negative overall competitive effect. The 8,929 difference in expected versus actual job count could be attributed to unique regional characteristics.

However, the CTCOG Region clearly has strong competitive advantages relative to other parts of the nation in **Retail Trade; Accommodation and Food Services; Educational Services;** and **Management of Companies and Enterprises**.

	Shift Share Analysis, CTCOG Counties				
NAICS	Industry	Ind. Mix Effect	Nat'l Growth Effect	Expected Change	Competitive Effect
90	Government	(8,283)	8,792	509	(12,305)
62	Health Care and Social Assistance	2,350	2,005	4,355	(1,598)
44	Retail Trade	(1,574)	1,704	130	2,707
72	Accommodation and Food Services	(756)	1,263	507	2,014
23	Construction	1,443	820	2,264	87
81	Other Services (except Public Administration)	(718)	864	146	399
31	Manufacturing	(364)	771	407	124
54	Professional, Scientific, and Technical Services	884	594	1,479	(680)
56	Administrative and Support and Waste Management and Remediation Services	142	574	716	237
48	Transportation and Warehousing	1,521	505	2,026	(1,656)
42	Wholesale Trade	(333)	435	102	496
52	Finance and Insurance	85	453	538	(476)
61	Educational Services	61	223	284	1,005
53	Real Estate and Rental and Leasing	126	206	332	331
11	Agriculture, Forestry, Fishing and Hunting	(153)	169	15	142
71	Arts, Entertainment, and Recreation	(75)	99	23	463
51	Information	(156)	246	90	(1,241)
55	Management of Companies and Enterprises	16	11	26	945
22	Utilities	(45)	51	6	(37)
21	Mining, Quarrying, and Oil and Gas Extraction	(109)	35	(73)	117
99	Unclassified Industry	(11)	6	(6)	(3)
	Total	**(5,949)**	**19,825**	**13,875**	**(8,929)**

Source: Emsi

Page 29

Location Quotient Analysis

A location quotient (LQ) analysis compares the concentration of a regional industry to the concentration of the same industry across the country. By comparing regional employment patterns to that of the country as a whole, we can identify industries with high local concentration that may represent specialization and competitive advantages of the CTCOG Region. Note that we generally consider LQ values above 1.20 or below 0.80 as "significant."

The table to the right contains the results of the LQ analysis for CTCOG Region at the 4-digit NAICS code level. The Region has a high concentration of jobs in the **Federal Government - Military** industry. The CTCOG Region also has a high industry concentration of jobs in **Pipeline Transportation of Crude Oil; Hunting and Trapping**; and **Support Activities for Air Transportation**.

All of the top thirty (30) 4-digit industries by LQ are considered highly concentrated, producing far more goods and services than are required by local demand, making them important export-led economic drivers.

NAICS	Industry	2021 Jobs	2021 % of Total Jobs	2021 LQ
	Top 30 Industries by Concentration, CTCOG Counties			
9012	Federal Government, Military	36,428	17.50%	14.76
4861	Pipeline Transportation of Crude Oil	146	0.07%	7.53
1142	Hunting and Trapping	55	0.03%	7.17
4881	Support Activities for Air Transportation	1,320	0.63%	4.74
6115	Technical and Trade Schools	702	0.34%	4.38
3315	Foundries	521	0.25%	3.81
3222	Converted Paper Product Manufacturing	1,143	0.55%	3.33
9011	Federal Government, Civilian	10,995	5.28%	2.85
4245	Farm Product Raw Material Merchant Wholesalers	230	0.11%	2.53
2123	Nonmetallic Mineral Mining and Quarrying	290	0.14%	2.24
5612	Facilities Support Services	458	0.22%	2.20
4821	Rail Transportation	605	0.29%	2.16
3261	Plastics Product Manufacturing	1,521	0.73%	2.13
5222	Nondepository Credit Intermediation	1,533	0.74%	2.08
3312	Steel Product Manufacturing from Purchased Steel	151	0.07%	1.99
1152	Support Activities for Animal Production	122	0.06%	1.92
9036	Education and Hospitals (Local Government)	20,351	9.78%	1.86
3372	Office Furniture (including Fixtures) Manufacturing	297	0.14%	1.86
4244	Grocery and Related Product Merchant Wholesalers	1,786	0.86%	1.82
3371	Household and Institutional Furniture and Kitchen Cabinet Manufacturing	516	0.25%	1.72
3111	Animal Food Manufacturing	153	0.07%	1.71
4413	Automotive Parts, Accessories, and Tire Stores	1,286	0.62%	1.70
2213	Water, Sewage and Other Systems	122	0.06%	1.69
3339	Other General Purpose Machinery Manufacturing	539	0.26%	1.61
2362	Nonresidential Building Construction	1,666	0.80%	1.47
4884	Support Activities for Road Transportation	233	0.11%	1.45
1120	Animal Production	798	0.38%	1.40
4522	Department Stores	1,517	0.73%	1.34
6216	Home Health Care Services	2,618	1.26%	1.31
6221	General Medical and Surgical Hospitals	8,067	3.88%	1.31

Source: Emsi

Real Estate Market Analysis

The following market analysis uses CoStar data on industrial, commercial, and multi-family residential real estate trends in the CTCOG Region, shown below with county boundaries.
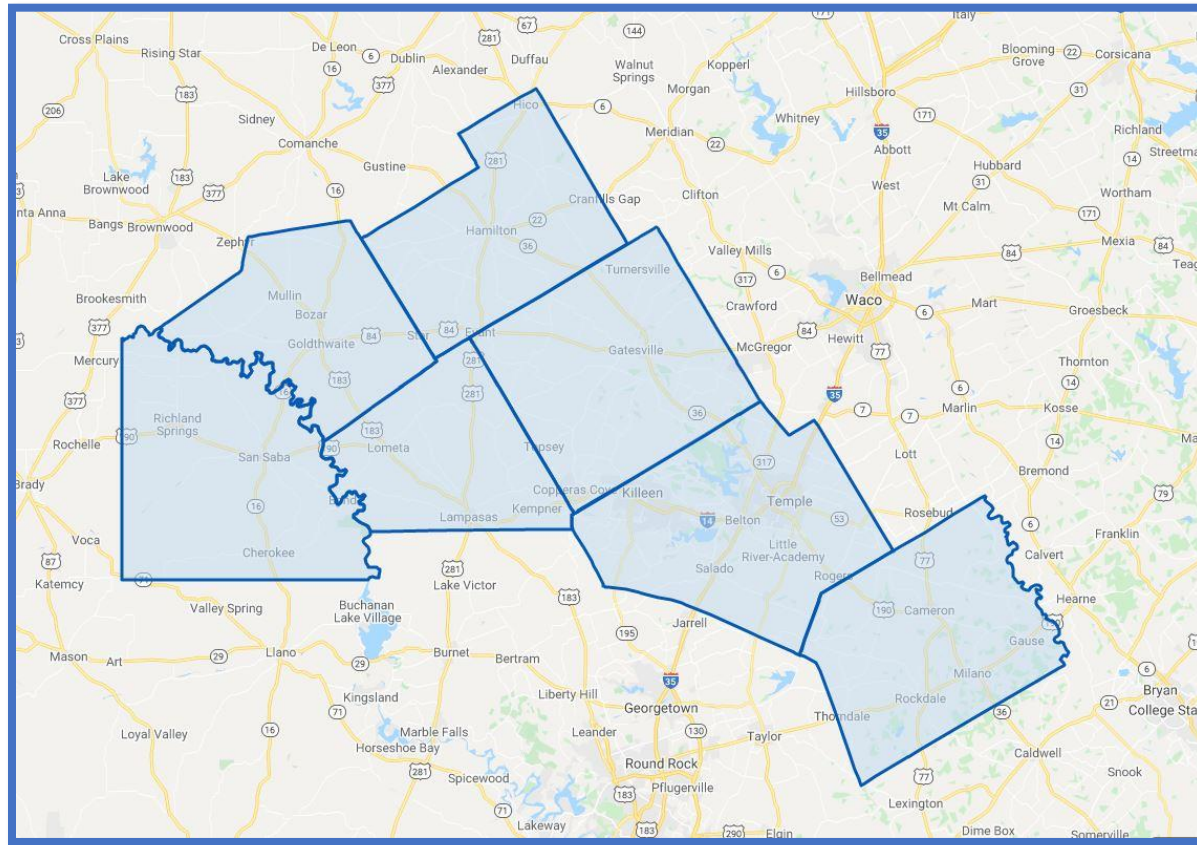
Industrial

According to the most recent CoStar data, there is approximately 10.4 million square feet of industrial real estate in the CTCOG Region. Over the last ten years, the Region's industrial real estate has been notably volatile in terms of vacancies and net absorption. Vacancy rates have fluctuated between 2% to 10%, averaging around 6% from 2010. There have been only minor deliveries to the industrial market over the last ten years, with the exception of Q1 2020 with a net delivery of about 550,000sf.

Market rents have consistently grown between 1% and 6% per year from 2011, with current market rent at $5.60 per square foot, still modest as compared to rates in large metros such as Austin or Dallas.

Industrial Real Estate Trends: CTCOG Region

Source: CoStar

20
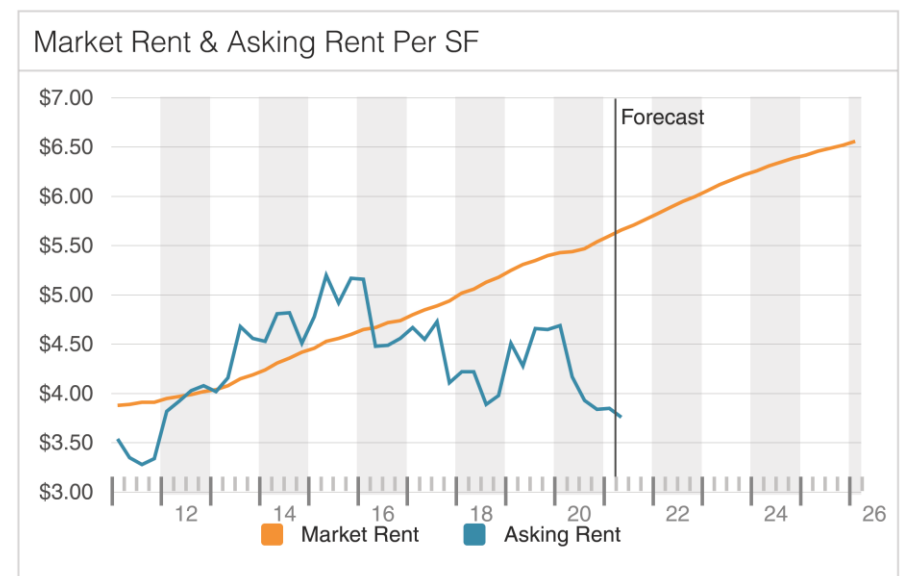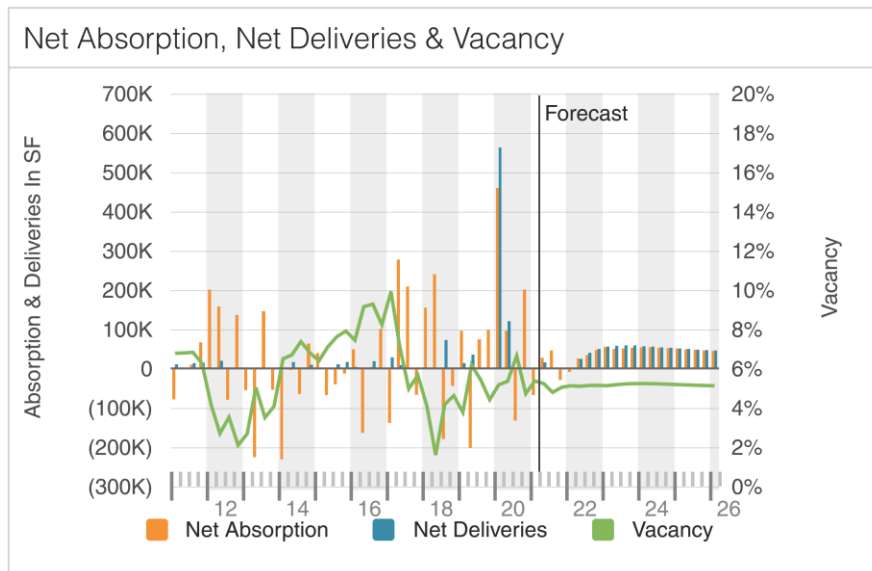
Office

As of April 2021, the Region's office inventory includes 5.1 million square feet of space. Vacancy rates in the office space have been volatile but gradually decreasing over the last ten years to 6% as of Q1 2021. There have been several small deliveries to the office market since 2011. In general, these deliveries were absorbed in the same year of delivery, indicating demand for office space.

Since 2014, rent prices have increased by roughly between 1% and 7% per year. Current market rent for office space in the Region is $19.51 per square foot.

Office Real Estate Trends: CTCOG Region
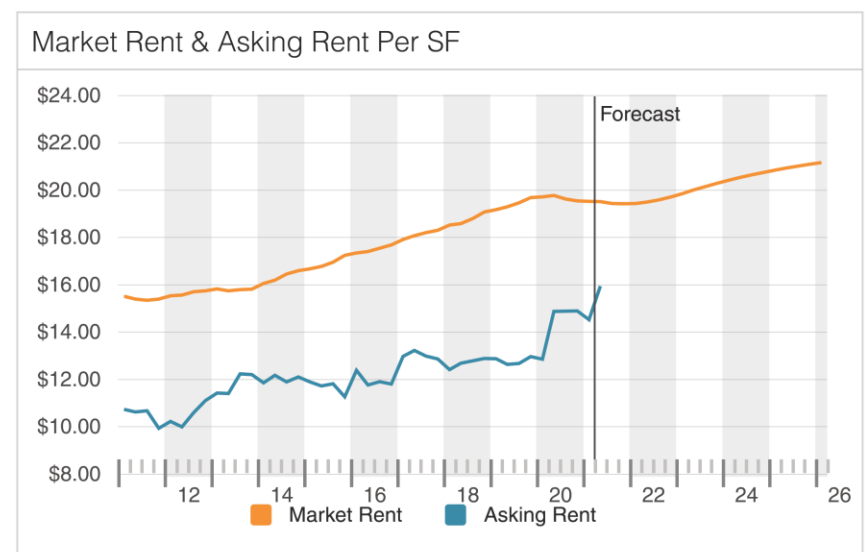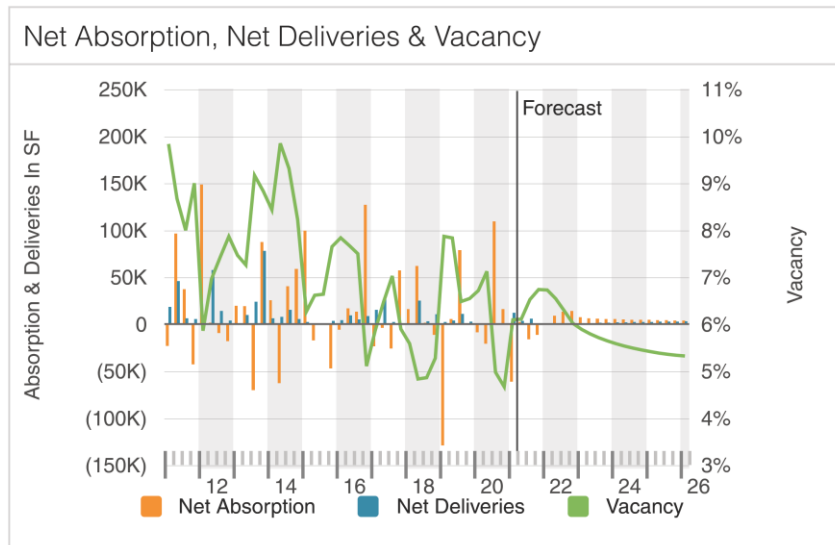
Source: CoStar

Retail

The CTCOG Region's retail real estate market has also shown strong fundamentals over the last ten years. Vacancy rates held in the 4% range since 2011, until recently when they hit 6% due to the pandemic. There have been several deliveries to the retail market each year, most of which were absorbed in the same year. There is a strong and persistent demand for retail space in the CTCOG Region.

From 2011, rental rates have grown steadily by between 1%-3% per year. Current rent prices for retail real estate in the Region are $15.18 per square foot. Rent prices are projected to consistently grow through 2026, but will remain modest compared to metro areas.

Retail Real Estate Trends: CTCOG Region
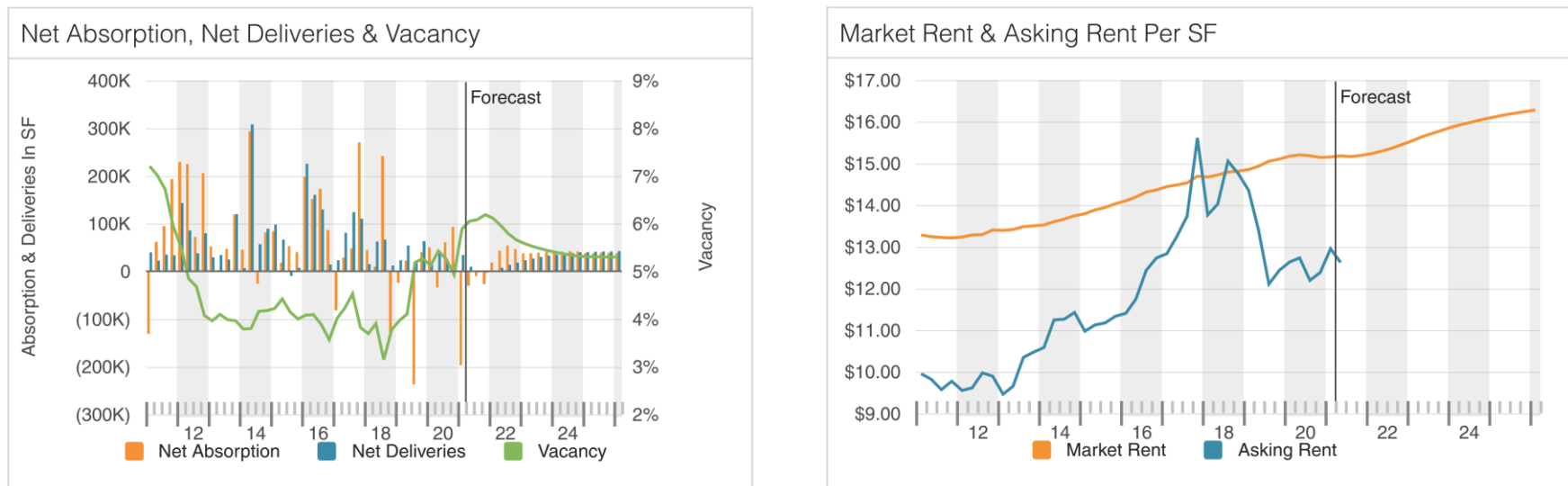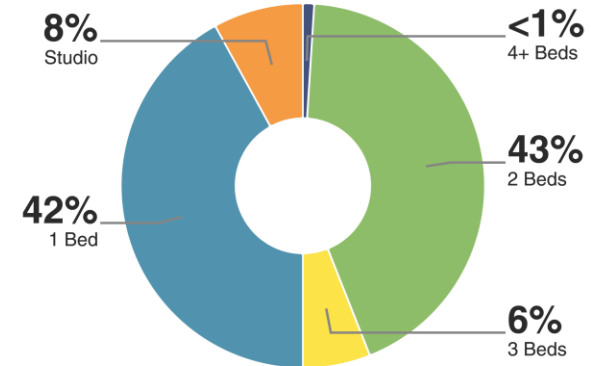

Source: CoStar

Multi-Family Residential

There are approximately 25,000 multi-family units in the CoStar database across the CTCOG Region. Of these, 85% are one- and two-bedroom units. Vacancy rates have dropped significantly over the last four years from 11.5% to near 6.5% today. There have been several deliveries to the market since 2011, which were quickly absorbed.
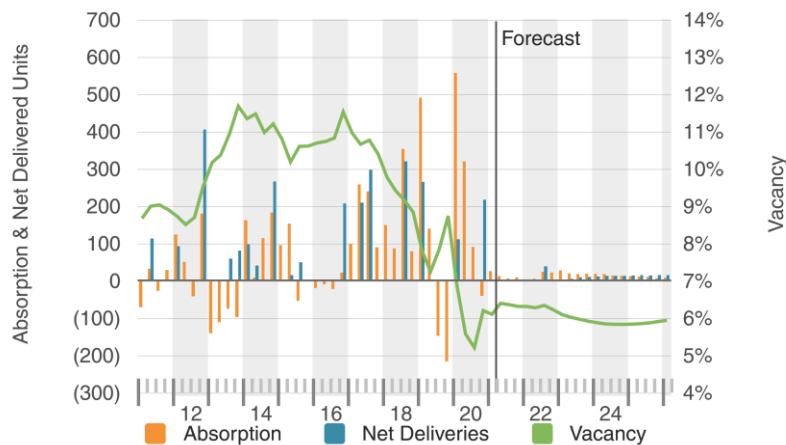
Multi-family per-unit asking rents have been steadily rising across all bedroom types over the last ten years and are currently at around $1.00 per square foot per month.

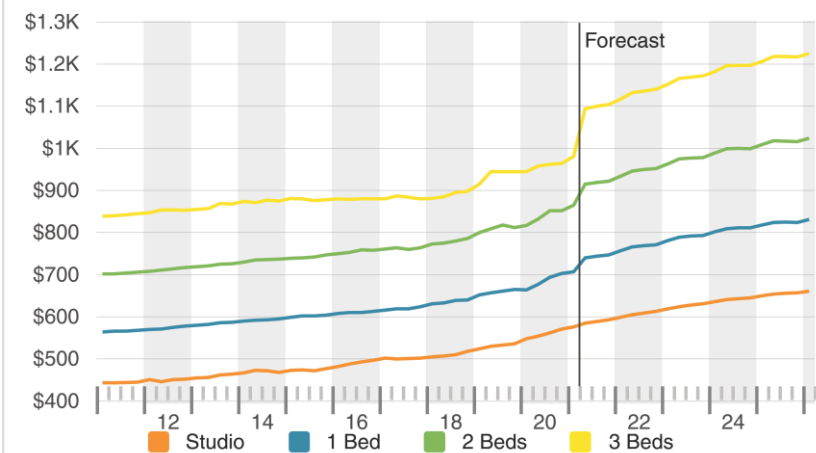### Multi-Family Real Estate Trends: CTCOG Counties

Total Units By Bedroom

8% Studio
<1% 4+ Beds
43% 2 Beds
42% 1 Bed
6% 3 Beds

Absorption, Net Deliveries & Vacancy

Market Asking Rent Per Unit By Bedroom

Source: CoStar

Page 35

69

Appendix B: Planning Workshop Summaries

Summary of Workshop #1: Opportunities and Challenges (June 3, 2021)

Introduction

On June 3, 2021, CTCOG/DDCT convened a workshop of stakeholders to discuss the Strengths, Weakness, Opportunities and Threats/Challenges (SWOT) facing the region. Below are the results of the polling and discussion groups from that workshop.

Attendees

Stakeholders: Tammy Cockrum, Keith Sledd, Phyllis Gogue, Mark Allyn, Melanie Reed, Kerry Fillip, Rhett Parker, Barbara Holly, Brian O'Connor, Rebekah, Michelle, Lenna Barr, Roque Aguon, Dean Roome, Charley Ayres. MRB Group Staff: Janet Sheguit, Jordan Everhart, Alyson Slack. CTCOG/DDCT Staff: Anna Barge, Helen Owens, Kendra Coufal, Hope Geiger.
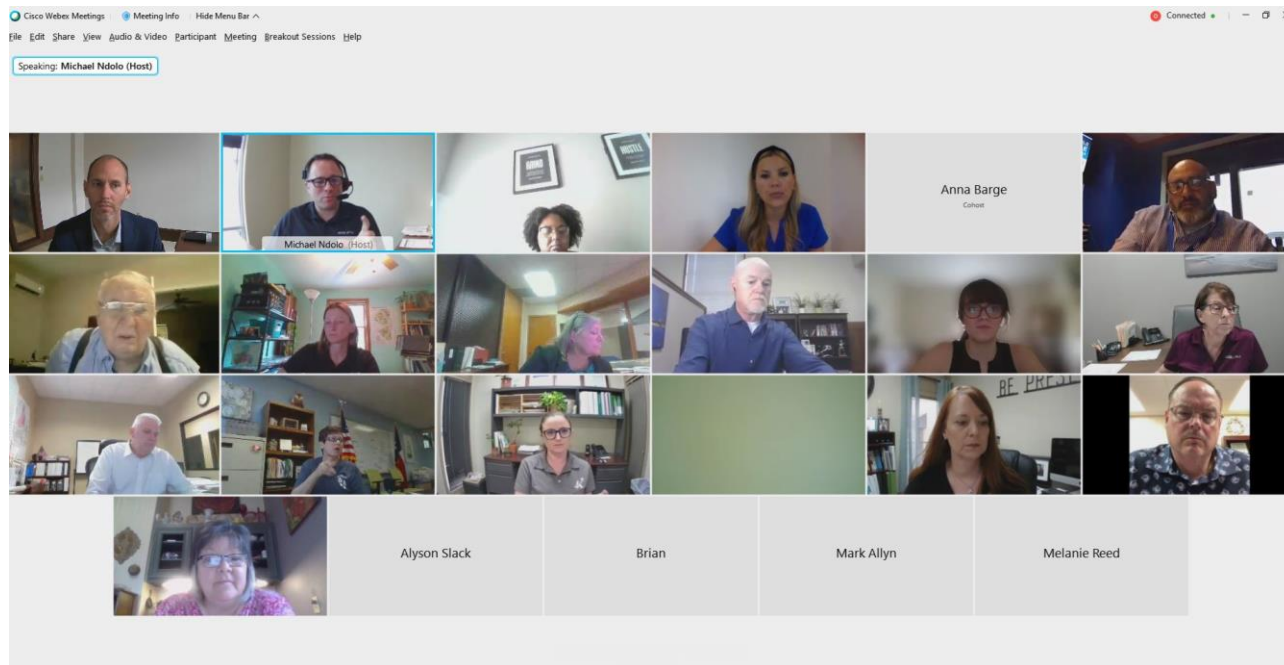
Poll Results – Strengths

Participants were provided the list of Strengths from the 2017 CEDS, shown below, and asked to vote whether those items continue to be Strengths in the region in 2021. Fourteen stakeholders voted, as shown below.

- Population and job growth   10/14
- Low cost of living   11/14
- Central location   14/14
- Natural resources   10/14
- Accessibility to higher education   12/14
- Quality of life   11/14
- Large military presence   13/14
- Transportation routes and highway systems   14/14
- Access to healthcare system   12/14

In addition, one or more participants listed the following as additional Strengths of the region:

- Available land for industrial, residential and business growth
- Proximity to Austin and ease of commuting to Austin
- Friendliness of small communities
- Strong local governments
- Multiple parks and recreation opportunities
- Diverse population
- Growth in technology companies
- Historic buildings
- Mature infrastructure
- Air service connectivity from GRK to national and international routes
- Tourist destinations and cultural diversity

Poll Results – Weaknesses

Participants were provided the list of Weaknesses from the 2017 CEDS, shown below, and asked to vote whether those items continue to be Weaknesses in the region in 2021. Thirteen stakeholders voted, as shown below.

- Limited telecommunications   13/13
- Limited water/wastewater   11/13
- Lack of high paying jobs   13/13
- Lack of night life/entertainment   10/13
- Educational disparities, especially for rural counties   11/13
- Limited affordable programs for youth   10/13

In addition, one or more participants listed the following as additional Weaknesses of the region:

- Poor high-speed broadband internet availability, especially in rural areas.
- Missing reliable/affordable public transportation.
- Lack of regional solution to water and sewer issues, aging infrastructure.
- Missing grocery and other retail in small communities.
- Limited tax base.
- Poor cross-community communication.
- Lack of coordinated messaging for Central Texas to recruit businesses and promote communities.
- Low availability of affordable child care.
- Missing event programming.
- Lacking technology jobs, entrepreneur opportunities.
- Need more talent with education at Masters and PhD levels.
- Loss of rural hospitals.

Breakout Session Results – Threats/Challenges

In this portion of the meeting, we reviewed the Threats/Challenges from the 2017 CEDS, shown below, and broke into three separate groups to discuss.

Threats from Previous CEDS

- Base Realignment and Closure (BRAC)
- Resource constraints (water, transit, agriculture)
- Uncontrolled population growth
- Restrictive federal policies
- Political disconnect between local and state governmental authorities
- Limited public-school funding

We then reconvened and shared what each of the groups discussed and the major Threats/Challenges the region needs to address in the new CEDS. One or more groups noted the following:

- Economic damage from COVID-19.
- Local governments obtaining pandemic relief allocation of funds from the state and federal government.
- Energy crisis with ERCOT and its impact on the region and its communities.
- New constraints on local government imposed by the state legislature, including the redefinition of debt, limits on annexation, limits on ability to raise revenue.
- Infrastructure: local budget constraints to maintain existing infrastructure, finding funding for infrastructure improvements, regional solutions for water/sewer/transportation, sewer systems are expensive and unattractive to businesses, need a regional water/sewer plan.
- Transportation: replacing roadways after the big freeze, lack of public transit, conditions of roads unappealing.
- Marketing: Finding ways to promote our communities, tourism marketing.
- Planning for the future: need a regional land use plan, controlling population growth, master planning for cities.
- Fixing broadband issues.
- Airport: lack of hangar space, marketing the regional airport, constant competition with Austin, poor air traveler capture, lack of branding.
- Tax appraisals: fixing a broken system.
- GIS: communities not up to speed, inconsistency in property addresses.
- Business parks: out of rail space for distribution facilities, need to identify business parks and locations to build.

Breakout Session Results – Opportunities

Likewise, we reviewed the Opportunities listed in the previous CEDS, shown below, and broke out into discussion groups.

<u>Opportunities from Previous CEDS</u>

- Digital infrastructure readiness
- Unified development codes
- Military transition
- Talent retention
- Smart traffic solutions
- Alternative energy sources
- Developable land
- Business retention investments

We then reconvened and shared what each of the groups discussed and the major Opportunities for the region that should be addressed in the new CEDS. One or more groups noted the following Opportunities for the region:

- Workforce: existing, trained workforce; retaining local high school graduates, retaining military personnel coming off of Fort Hood, training for water/wastewater operator licenses, educating businesses about the high level of training Fort Hood soldiers receive.
- Resiliency: Disaster planning guidelines, procedures, continuity of operations planning, local and regional emergency operations planning, checklist guide for emergency operations.
- Broadband: rural broadband expansion is a "must" for both residents and businesses, using ARPA money to create networks, using for talent attraction and attracting remote workers.
- Research park as the basis for an innovation zone.
- Residential growth: key to retaining people will be creating housing options.
- Airport: create a master plan.
- Regional marketing and tourism plan: Central Texas as the "hub" of the major metros, messaging around Interstate I-14 improvements/expansion, cultural diversity, embracing of the "rural way", include local/mom-and-pop businesses, regional marketing and land use plan; similar model to Grand Central Texas, highlight archaeological digs; Camino trails; Indian sites, historical heritage tourism. Central Texas is home to three different ecosystems (Central Plains, East Texas, and the Hill Country).

- Tesla Plant: the new plan would create jobs and opportunities for new businesses that can manufacture parts to supply Tesla.
- CTCOG: Quarterback of the regional efforts, education, grants research; ensure that future businesses and opportunities align with regional economic development goals and initiatives; be involved in facilitating that all people have access to the same level of broadband, regardless of where they live.

Summary of Workshop #2: Resiliency and Recovery (June 17, 2021)

Introduction

On June 17, 2021, CTCOG/DDCT convened a workshop of stakeholders to discuss topics around resiliency and recovery in the region. Below are the results of the polling and discussion groups from that workshop.

Attendees

Bobby Whitson, Jordan Everhart, Michael N'dolo, Alyson Slack, Anna Barge, Kerry Fillip, Dean Roome, Janet Sheguit, Tammy Cockrum, Keith Sledd, Hope Geiger, Barbara Holly, Uryan Nelson, Melanie Reed, Rhett Parker, Brian O'Connor, Ken Wilkerson.

Poll Results – Disaster Priorities of the Region

Participants were provided a list of potential disasters the region faces, including natural disasters, man-made disasters, system failures and others. Participants were asked to select the five most important items on this list that the region should focus on in its disaster preparedness. The results are below. Items in bold/underline are the top five selections of the entire group.

• Hurricane	1/15 (7%)
• Tornado	4/15 (27%)
• **Flood**	**7/15 (47%)**
• **Drought**	**8/15 (53%)**
• **Extreme heat**	**7/15 (47%)**
• Decline of a significant industry	4/15 (27%)
• Closure of a major employer	5/15 (33%)
• Terrorism	1/15 (7%)
• **Cyber attack**	**7/15 (47%)**
• Industrial accidents	0/15 (0%)
• Civil unrest	0/15 (0%)
• Water / sewer system failure	3/15 (20%)
• **Electric grid failure**	**9/15 (60%)**
• Natural gas system failure	0/15 (0%)
• Dam failure	1/15 (7%)
• Emergency response system failure	1/15 (7%)
• Pandemic (other than COVID-19)	2/15 (13%)

In addition, one or more participants listed the following as additional potential disaster priorities:

- Wildfire
- Climate change
- BRAC (Base Realignment and Closure)

Poll Results – Regional Approaches to Resiliency

Participants were provided a list of the ways in which regional organizations can serve to promote resiliency, taken from "Planning for a More Resilient Future: A Guide to Regional Approaches" (National Association of Development Organizations).

- **<u>Cross-jurisdictional connections</u>**   **<u>7/13 (54%)</u>**
- Strong networks   2/13 (15%)
- **<u>Knowledge of funding opportunities</u>**   **<u>8/13 (62%)</u>**
- Managers of external funding   1/13 (8%)
- **<u>Resiliency Plans</u>**   **<u>6/13 (46%)</u>**
- Technical expertise   5/13 (38%)
- **<u>Communication/convening</u>**   **<u>4/13 (46%)</u>**
- Vulnerable populations   1/13 (8%)

Participants noted that a regional organization, like CTCOG, best serves the region's resiliency needs by making cross-jurisdictional connections, keeping abreast of funding opportunities, planning around resiliency, and communicating/convening stakeholders on the topic.

Breakout Session Results – Response Planning

We then held breakout sessions to discuss the following questions:

- Where are there still weaknesses in our region's ability to respond to a future shock?
- What needs to be done, if anything, to improve our region's ability to respond to such a future shock?

Participants were asked to consider all types of shocks: weather, economic, man-made, system failure, the unknown shocks. The groups reconvened and shared their conclusions:

- Resume CTCOG-sponsored periodic emergency drills on various scenarios.
- Coordinate the development and maintenance of jurisdiction-specific protocols for emergency communications and operations, including Severe Weather Emergency Response Plans.
  - CTCOG can provide templates and best practices, review plans, host a "Small Town Summit" to accomplish this, coordinate basic emergency planning meetings on an ongoing basis, and assist smaller towns in setting up social media channels to reach residents. Leverage FEMA's National Incident Management System (NIMS) training program. Consult existing plans that have been collected by counties.
  - Plans and protocols should account for frequent overturn in municipal leadership; leverage TV and radio for residents without social media; and include protocols for regional communication (between municipalities/counties/CTGOG and from CTCOG to all cell phones in the area).
- Develop and centrally store templates for municipalities to send out emergency information such as boil notices.
- Develop and disseminate educational materials to households about how they can individually prepare to sustain themselves longer without utilities or transportation, freeing up municipalities to focus on getting infrastructure back up and running rather than tending to the emergency needs of individual households. E.g., educate people on how to reduce their electrical consumption during a heat wave; provide disaster kits; etc.
- Proactively conduct outreach and assistance to residents of mobile homes and other vulnerable structures (e.g. via door hangers), encouraging and facilitating repairs and other measures to make them more resistant to storm impacts. Involve the Housing Divisions, Offices on Aging, Hill Country Community Action etc., facilitated by CTCOG. Encourage municipalities to make themselves satellite offices for certain CTCOG functions like intaking weatherization applications.
- Continue investing in and hardening broadband and cellular networks, which are critical to keeping people connected and informed during an emergency.
- Identify facilities that can house displaced/evacuated residents and serve as command-and-control centers (e.g. schools, municipal buildings), and prepare them with backup generators and caches of food and water, and

plans for transportation. Particularly identify facilities that would be used by residents of smaller, more rural communities.

- Identify and pursue funding sources for critical elements of emergency response.

Breakout Session Results – Preparedness Planning

We then held a second set of breakout sessions to discuss the following questions:

- Given the disasters discussed earlier, where are there still weaknesses in our region's ability to <u>avoid</u> or <u>withstand</u> a future shock?
- What can your community and/or CTCOG do to enhance our ability to <u>avoid</u> or <u>withstand</u> a future shock?

Participants were again asked to consider all types of shocks: weather, economic, man-made, system failure, the unknown shocks. The groups reconvened and shared their conclusions, below. Although many planning and response functions will fall to the local level and will necessarily be decentralized, CTCOG is seen as an organization that can coordinate these efforts, lead the development of interjurisdictional communication and cooperation.

- Assist "Town/City Halls" and other core municipal offices in developing strategies to continue to function in remote and mobile formats.
- More generators are needed at priority locations that can serve as warming/cooling centers and have power for oxygen machines, other assistance devices, and refrigeration of medication; with plans for how to transport vulnerable populations (e.g. seniors) to those locations. Diesel generators with 5-7 day capacity are needed.
- Consider processes for towns to further build relationships with their residents so that they know who has special needs and risks in the event of a crisis.
  - o Consider Belton's life-saving "R U OK?" program as a model; team of volunteers and part-time staff member regularly check in on senior citizens, and local real estate agents donate lock boxes so that emergency personnel can more easily do welfare checks.
  - o Low-income groups also experience higher risk, with costs of recovery disproportionately high for these households.
- Educate municipalities on how to leverage the Defense Support of Civil Authorities (DSCA) program to secure generators, water, etc. from Fort Hood during crises; include Fort Hood and National Guard representatives in ongoing resiliency planning discussions.
- Conduct exercises/"rehearsals" for how to hook up generators to key components.

- Educate jurisdictions on resources available for cyberattack prevention and mitigation, leveraging Texas Municipal League materials and inquiring with the State about additional resources.
- Evaluate the cyber preparedness of CTCOG's 7-county 911 system.
- Invest in critical infrastructure, including major roadways throughout the COG region that are needed for emergency services, with CTCOG helping communities to prioritize these investments.
- Invest in backup power and communications. Consider investing in use of solar for redundancy.
- As described in the earlier breakout session, educate households about how they can individually prepare to sustain themselves longer without utilities or transportation, freeing up municipalities to focus on getting infrastructure back up and running rather than tending to the emergency needs of individual households.
- Coordinate efforts to assist businesses in developing continuity plans, perhaps in partnership with or under the leadership of chambers of commerce.
  - MRB Group suggestion: Investigate supply chain localization strategies to make businesses more resilient to economic shocks.
- Evaluate scenarios for how people will access emergency medical services (and basic needs such as accessing insulin when it spoils due to heat), in the context of less rural hospitals than their used to be.

Appendix C: Stakeholder Survey Summary

In early April 2021, the CTCOG issued a request for information to municipalities across the CTCOG region. A total of 13 responses were received, which included the cities of Belton, Copperas Cove, Gatesville, Hamilton, Killeen, Lampasas, Lometa, Milano, and Nolanville; the counties of Bell, Hamilton, and Mills; and the Salado Independent School District.

This survey informed us of the most pressing challenges facing CTCOG constituent communities, and focused our CEDS work in the subsequent months. Several common issues were identified by respondents, revealing these high-need focus areas:

- Infrastructure: Almost every respondent identified infrastructure as a top priority for the region. Broadband internet was the single most commonly cited issue, but other infrastructure priorities included transportation, power, water and sewer.
- COVID-19 Related Impacts: Several respondents included priorities focused on general COVID-19 impacts on businesses with a focus on tourism, the hospitality sector, and real estate, as well as occupation-specific mentions of healthcare professionals, school teachers, and students.
- Technology and Workforce Development: Many respondents included technology funding and capacity building for businesses and schools as a priority, including the need for workforce development programs that focus on improving technology skills.

In terms of current resources and planning, nearly half of the respondents identified having a recent economic development strategy. Most of the communities have not implemented any COVID-specific recovery plan and about half of the respondents provided COVID-specific program resources, including technical assistance and funding opportunities.

In general, we found a high degree of variability across the region related to response efforts, some of which may be explained by the varied level of impacts of the pandemic as well as municipality type (e.g. city versus county). What follows is more detail about responses to the survey.

Information Request Answers

Plans and Strategies

- What is your community's most recent economic development strategy?
- Has your community adopted any COVID-19-specific economic recovery plans?

Of the 13 respondents, eight indicated that they have an existing Economic Development Strategy or support economic development through tax abatements and/or the Property Assessed Clean Energy (PACE) program. Two cities have implemented initiatives to support COVID-specific recovery:

- The City of Belton offered Coronavirus Small Business Relief Grants. The objective was to assist with the pandemic recovery efforts of local small businesses.
- The Nolanville EDC created a COVID-19 Business Bridge Program that aided Nolanville-based small businesses with 25 or fewer employees impacted by COVID-19. The program provided $60,000 in local government-funded grants for eligible small businesses that were independently owned and operated.

Other cities and counties have directed their workforce and businesses to various COVID recovery resources available online in place of a formally adopted plan. These resources generally include available local, state, and federal funding opportunities.

Programs and Resources

- Has your community created any COVID-19-specific recovery programs or resources?
- What programs and resources (other than the above) do you typically refer your businesses and municipalities to with respect to COVID-19 recovery and resilience?
- Are you aware of any "best practices" programs or resources that other communities have implemented that we could bring to the region?

In terms of COVID-specific programs and resources, cities and counties have provided a variety of information to businesses and the workforce that include small business assistance, rent assistance, and funding opportunities. A majority of the programs were funded through the CARES Act.

- Six out of the 13 respondents reported developing COVID-specific recovery programs.

- Some of the respondents within the CTCOG region provided some type of Business Assistance/Grants Program. These programs assisted businesses in helping with operating costs, utility bills, and support for marketing and advertising.
- Other programs include rent/mortgage assistance, child care, telemedicine, and meal assistance for seniors.
- Other resources respondents refer businesses and the workforce to include local financial institutions for the Paycheck Protection Program and Small Business Loans, Chambers of Commerce, and the Central Texas Business Resources Center.

Respondents were also asked to identify examples of "best practices" that other communities have implemented. Some of these examples included programs for business rental/mortgage assistance, larger marketing and advertising programs, virtual communication, housing, jobs, and physical and mental health.

Topics and Priorities

In addition to certain pre-identified topics, the following were identified by respondents to the survey as areas of interest:

- Small government grant application assistance.
- Public safety infrastructure.
- Dealing with lack of quality-of-life alternatives during quarantine periods.
- Encourage business innovation through incentive funding for breakthrough projects.
- Business Waste Streams; EDC involvement in solving industry end products issues.

Appendix D: Alignment with Other Plans

This CEDS builds on existing relevant regional and local planning documents, including the following:

- CTCOG Comprehensive Economic Development Strategy (2017-2021).

- The most recent local Comprehensive Plans and Master Plans for Hamilton County; the City of Belton; City of Cameron; City of Copperas Cove; City of Gatesville; City of Hamilton; City of Harker Heights; City of Killeen; City of Lampasas; City of Morgan's Point Resort; City of Nolanville; City of Rockdale; Village of Salado; City of Temple; and the City of Troy.

- Hazard and emergency planning materials including the CTCOG 2020 Threat and Hazard Identification and Risk Assessment (THIRA); 2020 Stakeholder Preparedness Review (SPR); CTCOG Regional Hazard Mitigation Action Plan (2018-2023); Killeen-Temple Metropolitan Planning Organization Asset Vulnerability and Resiliency Study; U.S. Economic Development Administration's "Resources for Economic Recovery Planning;" and National Association of Development Organizations' "Planning for a More Resilient Future: A Guide to Regional Approaches" (2015).

- Downtown Master Plans for the City of Copperas Cove, City of Killeen, and City of Rockdale.

- Transportation plans including the Killeen-Temple MPO 25-Year Transportation Plan ("Mobility 2045"); and Bell County Thoroughfare Plan (2001-2025).

- Belton Economic Development Corporation Work Plan (2021-2023).

- Copperas Cove Economic Development Corporation June 2019 workshop summary memo.

- Parks and Recreation Master Plans for the City of Cameron (2020-2030) and Morgan's Point Resort (2016).

- City of Cameron 5-Year Improvement Plan for Wastewater System (2014).

- Milam County Community Action Plan (for broadband).

Appendix E: Post-Pandemic Toolkit

Resources for Remote Work and Communication

"When governments go remote," McKinsey and Company

As COVID-19 forces government organizations to embrace virtual work, leaders must reimagine how they engage and collaborate with their colleges. This article provides basic tools for remote working.

https://www.mckinsey.com/industries/public-and-social-sector/our-insights/when-governments-go-remote

"Tips for Effectively Communicating with the Whole Community in Disasters," FEMA:

Practices regarding effective communication to help jurisdictions meet their obligations to carry out their disaster related activities in a non-discriminatory manner.

https://www.dhs.gov/publication/tips-effectively-communicating-protected-populations-during-preparedness-response-and

Resources for Community Preparedness

"Preparedness Toolkit (PrepToolkit)," FEMA

- Collaborative Environment: Share ideas, information, files, and data with peers and stakeholders from across the Nation
- Interactive Tools: Link exercises to the Core Capabilities and targets defined in the latest Threat and Hazard Identification and Risk Assessment guidance
- Scalable Solutions: Designed for agencies, organizations, and jurisdictions of any size and type that lead or support preparedness efforts

https://preptoolkit.fema.gov/

"Community Preparedness Toolkit," ready.gov

The Community Preparedness Toolkit provides step-by-step directions along with useful resources for making your community safer, more resilient, and better prepared. The Toolkit can be used to develop a community-based approach

to preparedness, such as a Citizen Corps Council—FEMA's grassroots strategy to bring together government and community leaders to involve citizens in all-hazards emergency preparedness and resilience.

https://www.ready.gov/community-preparedness-toolkit

"Defense Primer: Defense Support of Civil Authorities," Congressional Research Service

Defense support of civil authorities in response to disasters is typically carried out in accordance with the National Response Framework (NRF), which is a structure of preparedness that guides the nation in responding to domestic disasters and emergencies.

Under the NRF framework, local and state governments are expected to put forth their best effort during incidents within their jurisdiction. They should only request federal assistance when their resources are overwhelmed. At that point, DOD may provide support in response to the Request for Assistance (RFA), typically as part of a broader federal response.

Examples of Defense Support of Civil Authorities:

- Response to natural disasters
- Special events
- Border security
- Oil spill response
- The COVID-19 response

DOD evaluates requests based on six criteria:

- Legality: compliance with the law
- Lethality: potential for use of lethal force by or against DOD personnel
- Risk: safety of DOD personnel
- Cost: source of funding and effect on the DOD budget
- Readiness: impact on DOD's ability to perform its primary mission
- Appropriateness: whether providing the support is in the interest of DOD

https://sgp.fas.org/crs/natsec/IF11324.pdf

Figure 1. The Request for Assistance (RFA) Process
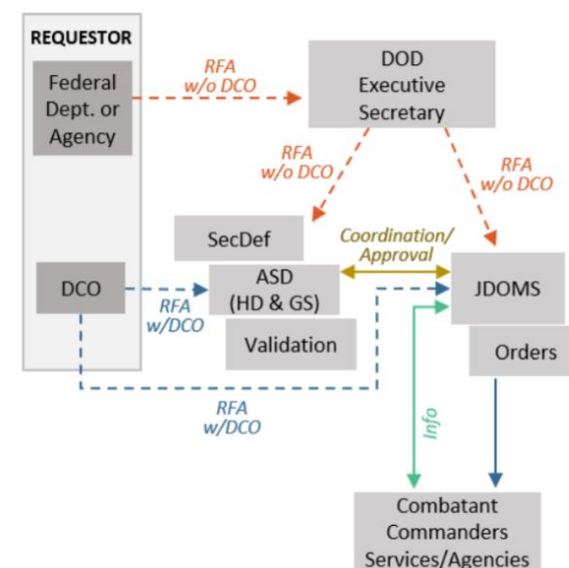
Evaluation Criteria: Legality, lethality, risk, cost, readiness, appropriateness

Page 53

"Cyber Risks to Next Generation 911," Department of Homeland Security

Traditional 911 services typically operate over standard voice-based telephone networks and use software, such as computer-aided dispatch systems, that operate on closed, internal networks with little to no interconnections with other systems. As cyber threats grow in complexity and sophistication, attacks could be more severe against an NG911 system as attackers can launch multiple distributed attacks with greater automation from a broader geography against more targets.

https://www.911.gov/pdf/OEC_Fact_Sheet_Cyber_Risks_NG911.pdf

Resources for Businesses

"Coronavirus Small Business Survival Guide: All Our Content in One Place," U.S. Chamber of Commerce

Complete listing of all U.S. Chamber of Commerce resources for small businesses, organized by category to help users easily navigate the content.

https://www.uschamber.com/co/start/strategy/small-business-resources-for-surviving-coronavirus

"Business Continuity Plan," ready.gov

Development of a business continuity plan in four steps.

https://www.ready.gov/business-continuity-plan

"Business Continuity Planning Suite," ready.gov

This software was created for any business with the need to create, improve, or update its business continuity plan. The Suite is scalable for optimal use by organizations of any size and consists of a business continuity plan (BCP) training, automated BCP and disaster recovery plan (DRP) generators, and a self-directed exercise for testing an implemented BCP. Businesses can utilize this solution to maintain normal operations and provide resilience during a disruption.

https://www.ready.gov/business-continuity-planning-suite

Resources for Families and Households

"Make a Plan," Ready.gov

General content for making disaster preparedness plans for families, including several steps and a series of questions that identify whether a household is prepared to handle a disaster. Also includes materials for creating preparedness content such as emergency communication plans, documents to insure property, and information about alerts and warnings.

https://www.ready.gov/plan

"When Disaster Strikes: Promising Practices – Mobile Home Residents," mdcinc.org

A number of factors, including structural and non-structural issues, combine to make mobile home residents particularly vulnerable to natural disasters. Includes resources for preparedness, response, and recovery stages.

https://www.mdcinc.org/wp-content/uploads/2017/08/When-Disaster-Strikes-Promising-Practices-Mobile-Home-Residents.pdf

Resources for Economic Development

"CEDS In Action," CEDS Central

The goal of the CEDS process is not *just* to create an accessible, well-researched, and engaging planning document. It is ultimately meant to encourage action and create the space for impactful initiatives to emerge that meet the economic development goals of the region. This resource provides examples of transformative projects that were inspired or identified through the CEDS process.

https://www.cedscentral.com/ceds-in-action.html

"Place Marketing: How One Midwestern City Is Transforming Its Brand," Shama Hyder

Placemaking generally refers to a manner of planning and designing public spaces to contribute to a community's quality of life and wellbeing. It's heavily reliant on taking the unique aspects of a specific community and communicating them through design—in other words, creating a space that feels grounded and specific to the community it's in.

https://www.forbes.com/sites/shamahyder/2019/10/30/place-marketing-how-one-midwestern-city-is-transforming-its-brand/?sh=7d0120272e05

"Why Place Branding Is Becoming Place Doing (Consider Austin)," Marian Salzman

"Branding" suggests that successfully selling a destination, company or individual is simply about giving it some catchy promotion. But selling a location involves so much more than sticking a label on it. Austin shows how ongoing "place doing" works. Actions speak louder than logos. Local marketers have found ways to play up the idea of "keeping Austin weird" without alienating the locals who truly want it that way.

https://mariansalzman.com/blog/why-place-branding-is-becoming-place-doing-consider-austin/

"WealthWorks Rural Economic Development Case Studies," Carrie Kissel, NADO.org

Rural wealth creation is an approach to community and economic development that is demand-driven, focusing on market opportunities that capitalize on a community's existing assets or underutilized resources. Wealth creation is intentionally inclusive, building lasting livelihoods for those who may not have been at the table before, and it supports local ownership and control of assets. This series of case studies examines how livelihoods are being improved and communities are undergoing development in a variety of sectors and rural places.

https://www.nado.org/wealthworks-case-studies/

"Reshoring advanced manufacturing supply chains to generate good jobs," Andrew Fish & Nora Spillane, The Brookings Institution

The United States has an opportunity to leverage industry-led supply chain resiliency strategies to localize advanced manufacturing and transition workers from low-paying retail and service employment into better jobs. The country can create strategic manufacturing industries in central cities and rural areas, connecting individuals who were disproportionally affected by COVID-19 to these high-quality jobs.

https://www.brookings.edu/research/reshoring-advanced-manufacturing-supply-chains-to-generate-good-jobs/

"The Opportunity Zone Investment Prospectus: Early Observations and Next Steps," Bruce Katz, Rick Jacobs, & Aaron Thomas

The Opportunity Zone Investment Prospectus tool is a work in real-time evolution. Cities are adapting the tool to their own distinctive needs and market demands as well as treating the Prospectus as a living document that needs to be continuously refreshed and enhanced.

https://drexel.edu/~/media/Files/nowak-lab/Drexel_NMFL_ProspectusNextSteps_Final.ashx

"Opportunity Zone Investment Prospectus Guide – A How-To For Opportunity Zones," Nowak Metro Finance Lab

- Section 1: Introduction to the Opportunity Zone Tax Incentive
- Section 2: The Purpose of the Urban Investment Prospectus
- Section 3: Introduction to Your City
- Section 4: Your City by the Numbers
- Section 5: Your City by the Assets
- Section 6: Your City by the Zones

https://drexel.edu/nowak-lab/publications/prospectuses/prospectus-guide/

Resources for Healthcare

"Rural Community Health Toolkit," Rural Health Information Hub

Provides rural communities with the information, resources, and materials they need to develop a community health program.

https://www.ruralhealthinfo.org/toolkits/rural-toolkit

"Optimizing for Systems Change," Center for Optimizing Rural Health

This organization works with rural facilities, their providers, and their communities to improve the quality of care, maintain access to care, and address the challenges unique to small hospitals and the towns they serve.

https://optimizingruralhealth.org/optimizing-for-systems-change/

"COVID-19: Local Action Tracker," NLC in partnership with Bloomberg Philanthropies

This resource tracks COVID-19 responses, relief, and vaccinations. It is the most complete collection of municipal responses to COVID-19.

https://www.nlc.org/resource/covid-19-local-action-tracker/?_zs=PS0EX&_zl=5UI22&utm_campaign=covid19&utm_medium=email&utm_source=informz&utm_content=newsletter-032420&utm_term=text-covid-19-local-action-tracker

Resources for Community Development

"Affordable Housing – Toolkit for Counties," National Association of Counties

Although housing affordability affects counties of all sizes in every region of the U.S., each county is unique, facing its own set of obstacles and equipped with its own set of tools to navigate these obstacles. This toolkit, therefore, outlines the role of counties in identifying and addressing housing affordability gaps through solutions involving inter-jurisdictional partnerships; funding and financing solutions; planning and zoning strategies; and federal resources. The toolkit includes an appendix, which discusses common housing affordability metrics, reviewing their characteristics and limitations. This toolkit summarizes and builds on research conducted by the NACo Counties Futures Lab throughout 2018.

https://www.naco.org/resources/featured/affordable-housing-toolkit-counties

"Outdoor Towns Toolkit," townsandtrailstoolkit.com

A variety of web-based resources that provide steps and case studies for building community engagement and progressing towards becoming a town that uses its natural assets to bring people together and revitalize economies.

https://townsandtrailstoolkit.com/

"Trail Planning Workshop – Toolkit," National Park Service

Russell Clark designed this step-by-step guide for communities, partners, and local jurisdictions to use in developing and implementing a trail planning workshop. Included are tools to help workshop participants identify community assets, establish trail priorities and brainstorm ideas for future linkages.

https://www.nps.gov/orgs/rtca/upload/Trail-Planning-Workshop-Toolkit.pdf

Resources for Community and Economic Development

"Toolkit: Creating and Maintaining Coalitions and Partnerships," Community Tool Box

This toolkit provides guidance for creating a partnership among different organizations to address a common goal.

https://ctb.ku.edu/en/creating-and-maintaining-coalitions-and-partnerships

"Toolkit: Applying for Grants," Community Tool Box

Part I gives a step-by-step overview of the grant-writing process. Part II provides a general template for writing a grant application. Completing Part II will give you a solid proposal that can be adapted to meet specific grant opportunities and review criteria for specific funders.

https://ctb.ku.edu/en/applying-for-grants

CONSIDERATION FOR ITEM APPROVAL
EXECUTIVE COMMITTEE MEETING

MEETING DATE: 3/24/2022

AGENDA ITEM: 03-22-PRS07 Resolution to Approve FY23 State Homeland Security Program (SHSP) CTCOG Planning Grant

GENERAL DESCRIPTION OF ITEM:

Annual approval of the CTCOG SHSP Planning Grant which is used for salary of CTCOG Assistant Director of Planning-Public Safety, CodeRed, and Community Preparedness activities. Total Grant amount for FY23 is $184,494.39

THIS ITEM REPRESENTS A:

☐ New issue, project, or purchase
☒   Routine, regularly scheduled item
☐ Follow-up to a previously discussed item
☐ Special item requested by board member
☐ Other

PRIMARY CONTACT/STAFF MEMBER: Jesse Hennage- Assistant Director of Planning-Public Safety

BUDGETARY IMPACT:

Total estimated cost: $184,494.39
Source of Funds: State Homeland Security Program (SHSP)
Is item already included in fiscal year budget? ☐ Yes ☒ No
Does item represent a new expenditure? ☐ Yes ☒ No
Does item represent a pass-through purchase? ☐ Yes ☒ No
If so, for what city/county/etc.? Click or tap here to enter text.

PROCUREMENT:
Click or tap here to enter text.

ACTION REQUESTED:
Approval of resolution

BACK-UP DOCUMENTS ATTACHED: Y/N?
No

Central Texas Council of Governments | Executive Committee Consideration for Item Approval Form

Version Updated: 02/2022

RESOLUTION AUTHORIZING State Homeland Security Program (SHSP)
Central Texas Council of Governments Planning Grant
FY 2023 Funds

Resolution # 03-22-PRS07

WHEREAS, the Central Texas Council of Governments (CTCOG) Executive Committee, a Regional Planning Commission designated by the Office of the Governor, State of Texas, under the provisions of Article 1011mm, V.A.C.S., with jurisdictional lines encompassing the counties of Bell, Coryell, Hamilton, Lampasas, Milam, Mills and San Saba, is desirous of submitting the regional CTCOG Planning grant application for the State Homeland Security Program (SHSP) FY 2022 funds through the Office of the Governor Homeland Security Grants Division. The Central Texas Council of Governments finds it in the best interest of the citizens of the CTCOG's seven county region, that the project below is recommended for funding; and

WHEREAS, the governing body of the Central Texas Council of Governments finds that all activities and related expenses included in this application will serve to implement the goals, objectives, and recommendations of the Homeland Security program; agrees that in the event of loss or misuse of the Office of the Governor funds, the CTCOG assures that the funds will be returned to the Office of the Governor in full.

WHEREAS, the primary mission of Homeland Security Planning Grant Fund for 2023 funds is to support local planning for each of the CTCOG seven counties to build interoperable communications, sustaining first responder capabilities, and local planning funds to improve support for the prevention of terrorist attacks and threats, and

WHEREAS, the Executive Committee of Central Texas Council of Governments has reviewed and agrees with the unanimous recommendations of the Homeland Security Advisory Committee (HSAC) regarding the 2023 Homeland Security funding as proposed;

WHEREAS, grant funds will be used only for the purposes for which they are provided. The CTCOG designates Jim Reed, Executive Director, as the grantee's authorized official. The authorized official is given the power to apply for, accept, reject, alter or terminate the grant on behalf of the applicant agency.

NOW, THEREFORE, BE IT RESOLVED that this project has been recommended for funding:

Agency	Project Title	Recommended Funding
CTCOG	Homeland Security Planning	$184,494.39

PASSED AND APPROVED at a regular meeting of the Central Texas Council of Governments, this the 24th day of March 2022.

_____
The Honorable David Blackburn, President

_____
The Honorable Judge Roger Miller, Secretary/Treasurer

CONSIDERATION FOR ITEM APPROVAL
EXECUTIVE COMMITTEE MEETING

MEETING DATE: 3/24/2022

AGENDA ITEM: Voting Membership of the Homeland Security Advisory Committee
GENERAL DESCRIPTION OF ITEM:

The voting membership of the Homeland Security Advisory Committee (HSAC) is made up of seven voting members (seven County Emergency Management Coordinators), with roughly 20 regional stakeholders in attendance. Historically, the voting membership has been questioned with some stakeholders seeking to expand the voting members. Each time the subject is brought up, the committee and stakeholders discuss, and the HSAC votes to keep the membership the same. During the October 2021 Executive Committee Meeting, the topic was raised and the Executive Committee requested more information and another recommendation from the HSAC. The HSAC has discussed this topic for three months, their recommendation to the Executive Committee is as follows. Each agenda item that will potentially become an action item must be discussed a minimum of one month before any action/vote can be taken. This will allow the voting member and stakeholders the opportunity to discuss the topic further. Once those conversations have taken place, the voting member can bring the decision back to the HSAC and take the appropriate action based off the decisions made by the stakeholders within the county.

THIS ITEM REPRESENTS A:
  ☐ New issue, project, or purchase
  ☐ Routine, regularly scheduled item
  ☐ Follow-up to a previously discussed item
  ☒ Special item requested by board member
  ☐ Other

PRIMARY CONTACT/STAFF MEMBER: Jesse Hennage- Assistant Director of Planning-Public Safety

BUDGETARY IMPACT:
  Total estimated cost: N/A
  Source of Funds: State Homeland Security Program (SHSP)
  Is item already included in fiscal year budget?　☐ Yes　☒ No
  Does item represent a new expenditure?　☐ Yes　☒ No

Central Texas Council of Governments | Executive Committee Consideration for Item Approval Form

Does item represent a pass-through purchase?　☐ Yes　☒ No
If so, for what city/county/etc.?　Click or tap here to enter text.

PROCUREMENT:
Click or tap here to enter text.

ACTION REQUESTED:
Accept the recommendation of the HSAC, or provide an alternative for the HSAC to implement.

BACK-UP DOCUMENTS ATTACHED: Y/N?
No

Homeland Security Advisory Committee Bylaws Excerpt

NAME, PURPOSE, RESPONSIBILITIES

The Homeland Security Committee (HSAC) was created as a voluntary, unincorporated association of the Central Texas Council of Governments.

The mission of the CTCOG Homeland Security Advisory Committee is to facilitate regional homeland security activities among local jurisdictions, including, but not limited to: planning, training, funding and mutual aid consistent with the State of Texas Emergency Management Plan and to maximize effective and efficient use of resources.

Subject to CTCOG's Executive Committee specifying otherwise, the Homeland Security Advisory Committee's specific responsibilities are:

1. To review and comment for the CTCOG Executive Committee on applications requesting State or Federal Funds.
2. To advise CTCOG's member cities, counties and special districts, directly or through the CTCOG Executive Committee, on matters within their jurisdiction pertaining to homeland security.
3. To conduct training workshops.
4. To set priorities for the Homeland Security grant division submissions each year. 4
5. To review and comment on other grants submitted to enhance Homeland Security.

ARTICLE II

MEMBERSHIP NUMBER

The Homeland Security Advisory Committee shall be composed of the following voting members appointed by the CTCOG Executive Committee:

1. One Emergency Management Coordinator from each of the seven counties (Bell, Coryell, Hamilton, Lampasas, Milam, Mills and San Saba).
2. A CTCOG staff member, designated by the CTCOG Executive Director, shall serve as HSAC liaison and shall attend each HSAC meeting as a non-voting member.

Qualifications

To be eligible for membership on the Advisory Committee a member must reside or be employed in the County the member is to represent unless otherwise designated by the CTCOG Executive Committee. Members must possess experience and/or training in disaster planning and/or response.

Term

1. The term of appointed for a member of the HSAC shall begin on the date of appointment by the CTCOG executive committee.
2. A member may be reappointed by the CTCOG executive committee.
3. In the case of a vacancy, the CTCOG executive committee shall accept a nomination from the entity for a replacement to serve.
4. A member may be removed for good cause by the CTCOG executive committee.

Vacancy

A vacancy occurs when:

5

1. A member dies;
2. A member is not reappointed;
3. A member resigns (resignations shall be in writing to the CTCOG HSAC liaison and the advisory committee chairperson);
4. A member is removed; or
5. A member no longer meeting the qualification requirements.

CONSIDERATION FOR ITEM APPROVAL
EXECUTIVE COMMITTEE MEETING

MEETING DATE: 3/24/2022

AGENDA ITEM: Nomination of CTCOG Representative to Unified Scoring Committee
GENERAL DESCRIPTION OF ITEM:

TDA is beginning the planning process for the 2023-2024 Community Development (CD) application cycle. As part of this process, each state planning region is responsible for the nomination of one representative from their region to participate in the Unified Scoring Committee (USC) and the establishment of regional project priorities. The USC responsible for developing the objective scoring factors for all regions that will be used to prioritize 2023-2024 Community Development (CD) applicants. The USC meeting will be held on May 5th, 2022 in Corpus Christi, Texas. The establishment of regional project priorities is not part of this agenda item.

THIS ITEM REPRESENTS A:
- ☐ New issue, project, or purchase
- ☒   Routine, regularly scheduled item
- ☐ Follow-up to a previously discussed item
- ☐ Special item requested by board member
- ☐ Other

PRIMARY CONTACT/STAFF MEMBER: Uryan Nelson

BUDGETARY IMPACT:
Total estimated cost: **N/A**
Source of Funds: **N/A**
Is item already included in fiscal year budget?   ☐ Yes   ☒ No
Does item represent a new expenditure?   ☐ Yes   ☒ No
Does item represent a pass-through purchase?   ☐ Yes   ☒ No
If so, for what city/county/etc.? Click or tap here to enter text.

PROCUREMENT:
N/A

ACTION REQUESTED:

Central Texas Council of Governments | Executive Committee Consideration for Item Approval Form

Version Updated: 02/2022

Nomination of one representative from the CTCOG region to participate in the Unified Scoring Committee (USC) and the establishment of regional project priorities.

BACK-UP DOCUMENTS ATTACHED: Y/N?
Yes

TEXAS DEPARTMENT OF AGRICULTURE
Texas Community Development Block Grant Program
Application for Appointment to the Unified Scoring Committee

Please complete every section and provide the information requested unless marked as "optional." See instructions below for more information.

SECTION A

APPLICANT INFORMATION				
☐ Mr. ☐ Mrs. ☐ Ms. ☐ Other ____	First Name		M. I.	Last Name
Primary Phone ( ) - Ext.		Secondary Phone (optional) ( ) - Ext.		
E-mail		Date of Birth / / month day year		
		Driver's License Number and State		

MAILING ADDRESS				
Address				
City	State	Zip	County	

STATE PLANNING REGION FOR WHICH APPLICATION IS MADE:

☐ Alamo Area Council of Governments
☐ Ark-Tex Council of Governments
☐ Brazos Valley Council of Governments
☐ Capital Area Council of Governments
☐ Central Texas Council of Governments
☐ Coastal Bend Council of Governments
☐ Concho Valley Council of Governments
☐ Deep East Texas Council of Governments
☐ East Texas Council of Governments
☐ Golden Crescent Regional Planning Commission
☐ Heart of Texas Council of Governments
☐ Houston-Galveston Area Council

☐ Lower Rio Grande Valley Development Council
☐ Middle Rio Grande Development Council
☐ Nortex Regional Planning Commission
☐ North Central Texas Council of Governments
☐ Panhandle Regional Planning Commission
☐ Permian Basin Regional Planning Commission
☐ Rio Grande Council of Governments
☐ South East Texas Regional Planning Commission
☐ South Plain Association of Governments
☐ South Texas Development Council
☐ Texoma Council of Governments
☐ West Central Texas Council of Governments

SECTION B

QUALIFICATIONS VERIFICATION

In order to serve on the Unified Scoring Committee, an applicant must be:
- A person who is an elected or appointed official of a non-entitlement community; and
- Able to travel to the Unified Scoring Committee meeting and related training:
  Corpus Christi, Texas
  Training Session and Committee Meeting: May 5, 2022, 9:00am

To verify that you meet the above qualifications and are familiar with the goals of the TxCDBG program, provide the following information.

1. The title of your position or office, and the name of the community where you serve in that role:

2. The last date of election or appointment and term of office/appointment:

3. The total number of years serving as an elected or appointed official:

4. Provide a short description of your background and experience in community and/or economic development:

5. Have you previously served on a Regional Review Committee?

6. If applicable, identify any conflict of interest that may exist if appointed to this committee. (In your capacity as a local official, having applied for and received funding for your community does not constitute a conflict of interest):

OUTSIDE EMPLOYMENT AND/OR FINANCIAL ACTIVITIES (IF APPLICABLE)

Occupation/Job Title			
Full Legal Business Name		Phone ( ) - Ext.	
Physical Address			
City	State	Zip	County

SECTION C

CERTIFICATION STATEMENT

I hereby certify that all the information provided in connection with this application is true and correct to the best of my knowledge and agree that any misrepresentation or false statement made in connection with this application will be grounds for disqualification of my application from consideration to serve on the Unified Scoring Committee.

I further certify that:
- I have the qualifications, experience, and subject matter expertise referenced above;
- I am able to attend annually scheduled committee meetings and attend to the matters before the Unified Scoring Committee; and
- I am able to comply with the training requirements for all Committee members.

I acknowledge and understand that the Texas Department of Agriculture (TDA) may conduct a background investigation in relation to this application, including accessing any and all information obtained by the Texas Department of Public Safety, the National Crime Information Center, or other law enforcement agencies or databases. I also authorize TDA to access my credit history in conducting such background investigation.

SIGNATURE

Applicant Name (print)

Applicant Signature   Date   /   /
                                                                    month   day   year

INSTRUCTIONS FOR APPLICATION FOR APOINTMENT
TO THE UNIFIED SCORING COMMITTEE
FOR THE TEXAS CDBG PROGRAM

SECTION A
Applicant Information
A date of birth and driver's license number are required and will be used for the background check that is required to serve on the Unified Scoring Committee (USC). Enter the full legal name, mailing address and primary telephone number. Also provide the name of the region for which the appointment will be made.

SECTION B
Qualification and Experience
Provide information on qualifications, interests and experience to serve on the USC. If you are involved in employment or financial activities outside your elected or appointed office, please provide information regarding your outside employment or financial activities.

SECTION C
Certification Statement
Please read the certification statement carefully, and sign and date the application.

Except as otherwise prohibited by applicable state or federal law, any information, documentation, and other material collected, gathered, or produced in connection with this agreement may be subject to public disclosure pursuant to the Texas Public Information Act (TPIA). Applicant understands and agrees that TDA, the State of Texas, and all Texas state agencies are bound by the TPIA and the rulings of the Office of the Attorney General of Texas (OAG) interpreting the TPIA.

Email: Aubrey-Ann.Gilmore@TexasAgriculture.gov

Unified Scoring Committee (USC) Representative

The adopted rule calls for one representative from each state planning region.

- The governing body for the region is responsible for this nomination.
- Nominations shall be submitted in the form of a completed *Application for Appointment to the USC* and must be received by TDA no later than April 15, 2022. If no nomination is received by that date, TDA staff will make an alternate recommendation to the Commissioner in order to ensure regional representation for the Committee. A region may request an extension to this date to accommodate a schedule meeting of the governing body.
- The governing body may elect to renominate the region's 2021-2022 USC Member, so long as they still meet the nomination criteria and are available to travel to the Unified Scoring Committee meeting on May 5, 2022.
    - o The region's Executive Director may notify TDA staff via email of the governing body's intent to pursue renomination and provide written confirmation from the Member of their willingness to participate.
    - o Renominated members will not be required to resubmit an Application for Appointment to TDA and will not be subject to additional background checks.
- TDA has not specified any particular process for making this decision – we recommend following your normal practices for similar decisions. If the governing body opts to delegate the decision to a subcommittee, executive director, or other party, please contact TDA.
- The nominee must meet the following criteria:
    - o Currently serving as an elected or appointed official of a non-entitlement community;
    - o Able to pass a basic background check; and
    - o Available to travel to the Unified Scoring Committee meeting and related training:
            Corpus Christi, Texas
            Committee Meeting: May 5, 2022, 9:00am
- The governing body may also consider appointing a proxy to represent the region in discussions of scoring criteria, however proxy members are NOT permitted to vote. Proxy appointments do not require the submittal of an *Application for Appointment* form.
- TDA does not have a budget to reimburse USC members for travel costs, however, we are willing to amend CEDAF contracts to allow for these costs.
    - o Travel costs must adhere to TDA travel policies, using the most cost effective method as determined by TDA travel staff:
        - ▪ Hotel, air travel, or vehicle rental must be reserved through TDA staff and will be direct billed to the TDA;
        - ▪ Personal Vehicle Mileage will be reimbursed at 58.5₵ per mile;
        - ▪ Meals may be reimbursed for actual costs (please retain receipts) not to exceed the daily maximum reimbursement rate (varies by travel schedule, with a maximum of $56 per day);
    - o The amendments will be processed after the actual costs are calculated:
        - ▪ Standard language for the performance statement will be provided,
        - ▪ Costs will be deducted from the General TA budget line item of the CEDAF contract by the amount of eligible travel costs incurred.
    - o To request travel funding, the appointee must contact Julie Rodriguez at julie.rodriguez@TexasAgriculture.gov no later than **April 1, 2022**.

Project Priorities

The adopted rule also calls for each state planning region to establish project priorities.

- The governing body for the region is responsible for this determination; the governing body may appoint a separate committee to establish these priorities.
- Project priorities should be received by TDA no later than **July 1, 2022**. Grant applications in regions for which no project priorities are received by July 1 will be scored according to the priorities identified on the last page of the Verified Scoring Guide, as posted to the TDA website prior to the Unified Scoring Committee meeting.
- The region's decision must be established during a public meeting, subject to the Texas Open Meetings Act.
  - The region must directly notify each non-entitlement community within the region of the meeting in writing (please retain copies of this notification).
  - The region must notify the public of the meeting by publishing the information in a regional newspaper or using similar media – please contact TDA to confirm if you are planning to use an alternate media type.
  - The region must notify Aubrey-Ann.Gilmore@TexasAgriculture.gov of the date of the public meeting. If sufficient notice is provided, TDA will post the meeting information on the agency website and make our best efforts to be available by phone for technical assistance as needed.
  - The meeting must include opportunity for public comment.
  - The region will document the established project priorities using the attached form.
- Regions that intend to prepare grant applications and/or administer contracts that may result from the 2023-2024 Community Development Fund application process must ensure that actual or perceived conflicts of interest are addressed.
  - Staff that will be responsible for preparing applications or administering contracts must not participate in the planning or coordination of the public meeting in any way. This includes sending notices to communities, coordinating newspaper publications, discussing past or future priorities with members of the governing body (or committee) prior to the meeting, presenting a staff recommendation for project during the meeting, or documenting and submitting the decision to TDA. These duties should be assigned to staff not otherwise involved in TxCDBG grants.
  - Staff responsible for preparing applications or administering contracts are encouraged to participate in the public discussion of project priorities, in the same manner in which other grant administrators are permitted to participate.
- For reference, TDA has compiled and included in this document:
  - A table identifying the project priorities adopted by each planning region in the 2021-2022 application cycle can be found here: 2021-2022 Regional Project Priorities
  - A table of eligible TxCDBG activities using the definitions established by HUD. Please review these definitions carefully, as HUD's project descriptions may differ from the assumptions of those not as familiar with the CDBG program. For example:
    - Drainage Improvements do not include storm drains, curb and gutter, or other improvements along a roadway – to prioritize this type of project, use Street Improvements.
    - First-time public water connections are not automatically included by selecting Water Improvements as a priority – to ensure this type of project is prioritized, either specifically list "First-Time Water Service" or include Housing Rehabilitation in the priorities.

Recommended Public Discussion

Although not required, TDA recommends that state planning regions use the public meeting called to establish project priorities to also discuss with the regional nominee the local communities' primary goals for the scoring committee. The draft Verified Scoring Guide that will be provided to members of the Committee is included as a reference. Example discussions:

- TDA has described the primary goals of scoring criteria in past years as 1) ensure all communities have an opportunity to receive funding, 2) help communities with few resources, and 3) help communities that are using the resources they do have. Which of these is most important to you?
- Of the criteria previously used by your RRC, which should your nominee advocate most strongly for?
- Of the criteria previously used by your RRC, did any have unintended consequences?
- Of the criteria previously used by your RRC, is it most important that these ideas are generally reflected in the Committee's decisions? Are there criteria where the specific calculation is very important to your communities?
- Are there objective, verifiable criteria your region has not previously used that could be valuable to the Committee? (if not included in the draft Verified Scoring Guide these must be submitted to TDA by April 15, 2022, to be considered.)

2023-2024 Community Development Fund

Regional Project Priority Scoring

State Planning Region	
Date of Public Meeting	
List Names of Persons Responsible for Establishing Priorities (if a standing committee, identify name of committee or group rather than list individuals)	

For each category of Project Priority, list the activities that qualify for the category, and the number of points assigned.

- Up to three categories may be identified, which may include "all other eligible activities".
- All activities within a category will receive the same number of points.
- First Priority Activities will receive the full 50 points available for this scoring element.
- Second and/or Third Priority should receive less than 50 points.

Category	Activities	Number of Points (maximum 50 points)
First Priority		50 Points
Second Priority		
Third Priority		

As Presiding Officer of the [State Planning Region], I certify that the above Regional Project Priorities were established in accordance with 4 TAC 4 TAC §30.50(e)(1) for the 2021-2022 TxCDBG Community Development Fund.

_____   _____

[Name, Title]   Date

Reference: TxCDBG Activity Codes

Code	Description
01	**Acquisition of Real Property** Acquisition of real property that will be developed for a public purpose. Use code 01 for the CDBG-funded purchase of real property on which, for example, a public facility or housing will be constructed. When CDBG funds are used to: • acquire a public facility that will be rehabilitated with CDBG funds and continue to be used as a public facility, assign the appropriate 03* code. • acquire housing that will be rehabilitated, use code 14G.
02	**Disposition of Real Property** Costs related to the sale, lease, or donation of real property acquired with CDBG funds or under urban renewal. These include the costs of temporarily maintaining property pending disposition and costs incidental to disposition of the property.
03A	**Senior Centers** Acquisition, construction, or rehabilitation of facilities (except permanent housing) for seniors. 03A may be used for a facility serving both the elderly and the handicapped, provided it is not intended primarily to serve persons with handicaps. If it is, use 03B instead. For the construction of permanent housing for the elderly, use code 12; for the rehabilitation of such housing, use the appropriate 14* code.
03D	**Youth Centers** Acquisition, construction, or rehabilitation of facilities intended primarily for young people age 13 to 19. These include playground and recreational facilities that are part of a youth center. For the acquisition, construction or rehabilitation of facilities intended primarily for children age 12 and under, use 03M; for facilities for abused and neglected children, use 03Q.
03E	**Neighborhood Facilities** Acquisition, construction, or rehabilitation of facilities that are principally designed to serve a neighborhood and that will be used for social services or multiple purposes (including recreational). Such facilities may include libraries and public schools.
03F	**Parks, Recreational Facilities** Development of open space areas or facilities intended primarily for recreational use.
03G	**Parking Facilities** Acquisition, construction, or rehabilitation of parking lots and parking garages. Also use 03G if the primary purpose of rehabilitating a public facility or carrying out a street improvement activity is to improve parking. If parking improvements are only part of a larger street improvement activity, use 03K.
03I	**Flood Drainage Improvements** Acquisition, construction, or rehabilitation of flood drainage facilities, such as retention ponds or catch basins.

	Do not use 03I for construction/rehabilitation of storm sewers, street drains, or storm drains. Use 03J for storm sewers and 03K for street and storm drains.
03J	**Water/Sewer Improvements** Installation or replacement of water lines, sanitary sewers, storm sewers, and fire hydrants. Costs of street repairs (usually repaving) made necessary by water/sewer improvement activities are included under 03J. For water/sewer improvements that are part of: • more extensive street improvements, use 03K (assign 03K, for example, to an activity that involves paving six blocks of Main Street and installing 100 feet of new water lines in one of those blocks). • a housing rehabilitation activity, use the appropriate 14* matrix code. For construction or rehabilitation of flood drainage facilities, use 03I.
03K	**Street Improvements** Installation or repair of streets, street drains, storm drains, curbs and gutters, tunnels, bridges, and traffic lights/signs. Also use 03K: • for improvements that include landscaping, street lighting, and/or street signs (commonly referred to as "streetscaping"). • if sidewalk improvements (see code 03L) are part of more extensive street improvements.
03L	**Sidewalks** Improvements to sidewalks. Also use 03L for sidewalk improvements that include the installation of trash receptacles, lighting, benches, and trees.
03M	**Child Care Centers** Acquisition, construction, or rehabilitation of facilities intended primarily for children age 12 and under. Examples are daycare centers and Head Start preschool centers. For the construction or rehabilitation of facilities for abused and neglected children, use 03Q.For the construction or rehabilitation of facilities for teenagers, use 03D.
03O	**Fire Stations/Equipment** Acquisition, construction, or rehabilitation of fire stations and/or the purchase of fire trucks and emergency rescue equipment.
03P	**Health Facilities** Acquisition, construction, or rehabilitation of physical or mental health facilities. Examples of such facilities include neighborhood clinics, hospitals, nursing homes, and convalescent homes. Health facilities for a specific client group should use the matrix code for that client group. For example, use 03Q for the construction or rehabilitation of health facilities for abused and neglected children.
03	**Other Public Facilities and Improvements** One legitimate use of 03 is for activities that assist persons with disabilities by removing architectural barriers from or providing ADA improvements to government buildings (activities that otherwise would not be eligible for CDBG funding).
04	**Clearance and Demolition** Clearance or demolition of buildings/improvements, or the movement of buildings to other sites.

05D	**Youth Services** Services for young people age 13 to 19 that include, for example, recreational services limited to teenagers and teen counseling programs. Also use 05D for counseling programs that target teens but include counseling for the family as well. For services for children age 12 and under, use 05L; for services for abused and neglected children, use 05N.
05L	**Child Care Services** Services that will benefit children (generally under age 13), including parenting skills classes. For services exclusively for abused and neglected children, use 05N.
05M	**Health Services** Services addressing the physical health needs of residents of the community. For mental health services, use 05O.
05R	**Homeownership Assistance (not direct)** Homeowner downpayment assistance provided as a public service. If housing counseling is provided to those applying for downpayment assistance, the counseling is considered part of the 05R activity. Assistance provided under 05R must meet the low/mod housing national objective. Therefore, unless the assistance is provided by an 105(a)(15) entity in a CRSA, it is subject to the public service cap and only low/mod households may be assisted. If the assistance is provided by a 105(a)(15) in a CRSA, the housing units for which CDBG funds are obligated in a program year may be aggregated and treated as a single structure for purposes of meeting the housing national objective (that is, only 51% of the units must be occupied by LMI households). For more extensive types of homeownership assistance provided under authority of the National Affordable Housing Act, use code 13.
05U	**Housing Counseling** Housing counseling for renters, homeowners, and/or potential new homebuyers that is provided as an independent public service (i.e., not as part of another eligible housing activity).
05	**Other Public Services** Examples of legitimate uses of this code are referrals to social services, neighborhood cleanup, graffiti removal, and food distribution (community kitchen, food bank, and food pantry services).
06	**Interim Assistance** Only for activities undertaken either to: • Make limited improvements (e.g., repair of streets, sidewalks, or public buildings) intended solely to arrest further deterioration of physically deteriorated areas prior to making permanent improvements. • Alleviate emergency conditions threatening public health and safety, such as removal of tree limbs or other debris after a major storm.
08	**Relocation** Relocation payments and other assistance for permanently or temporarily displaced individuals, families, businesses, non-profit organizations, and farms.
14A	**Rehab: Single-Unit Residential** Rehabilitation of privately owned, single-unit homes.

14A	**Rehab: Single-Unit Residential Water Services** First-time yardlines/service connections.
14A	**Rehab: Single-Unit Residential Sewer Services** First-time yardlines/service connections and on-site sewage facilities.
14B	**Rehab: Multi-Unit Residential** Rehabilitation of privately owned buildings with two or more permanent residential units. For the rehabilitation of units that will provide temporary shelter or transitional housing for the homeless, use 03C.
14C	**Rehab: Public Housing Modernization** Rehabilitation of housing units owned/operated by a public housing authority (PHA).
14D	**Rehab: Other Publicly Owned Residential Buildings** Rehabilitation of permanent housing owned by a public entity other than a PHA. For the rehabilitation of other publicly owned buildings that will provide temporary shelter or transitional housing for the homeless, use 03C.
14H	**Rehab: Administration** All delivery costs (including staff, other direct costs, and service costs) directly related to carrying out housing rehabilitation activities. Examples include appraisal, architectural, engineering, and other professional services; preparation of work specifications and work write-ups; loan processing; survey, site, and utility plans; application processing; and other fees. Do not use 14H for the costs of actual rehabilitation and do not use it for costs unrelated to running a rehab program (e.g., tenant/landlord counseling). For housing rehabilitation administration activities carried out as part of general program administration (and thus not required to meet a national objective), use code 21.
15	**Code Enforcement** Salaries and overhead costs associated with property inspections and followup actions (such as legal proceedings) directly related to the enforcement (not correction) of state and local codes. For the correction of code violations, use the appropriate rehabilitation code.
16A	**Residential Historic Preservation** Rehabilitation of historic buildings for residential use.
16B	**Non-Residential Historic Preservation** Rehabilitation of historic buildings for non-residential use. Examples include the renovation of an historic building for use as a neighborhood facility, as a museum, or by an historic preservation society.
18A	**Economic Development: Direct Financial Assistance to For-Profits** Financial assistance to for-profit businesses to (for example) acquire property, clear structures, build, expand or rehabilitate a building, purchase equipment, or provide operating capital. Forms of assistance include loans, loan guarantees, and grants. With one exception, a separate 18A activity must be set up for each business assisted. The exception is an activity carried out under 570.483(b)(4)(vi), for which job aggregation is allowed.
19C	**CDBG Non-Profit Organization Capacity Building**

	Activities specifically designed to increase the capacity of non-profit organizations to carry out eligible community revitalization or economic development activities. Such activities may include providing technical assistance and specialized training to staff.
20	**Planning** Program planning activities, including the development of comprehensive plans (e.g., a consolidated plan), community development plans, energy strategies, capacity building, environmental studies, area neighborhood plans, and functional plans.
21A	**General Program Administration** Overall program administration, including (but not limited to) salaries, wages, and related costs of grantee staff or others engaged in program management, monitoring, and evaluation. Also use 21A to report the use of CDBG funds to administer Federally designated Empowerment Zones or Enterprise Communities. For CDBG funding of HOME admin costs, use 21H; for CDBG funding of HOME CHDO operating expenses, use 21I.

For a more comprehensive list of activity codes, go to:
(http://archives.hud.gov/offices/cpd/systems/idis/library/refmanual/ref_man_b.pdf)

Subchapter A.
Division 3.
§30.50. Community Development (CD) Fund.

(a) Eligibility. In addition to meeting the application threshold requirements in §30.25 of this subchapter (relating to Application Threshold Requirements), in order to be eligible to apply for community development funds, a community must document that at least 51.00% of the persons who would directly benefit from the implementation of each activity and target area proposed in the application are of low to moderate income.

(b) Application cycle. Applications are accepted on a biennial basis and selected for award pursuant to regional competitions held during the first year of the biennial cycle. An eligible community may submit one application per cycle as prescribed in the most recent application guide for this fund.

(c) Regional allocations. Each state planning region is provided with a regional CD Fund allocation for each program year of the biennial cycle once HUD releases the state's annual CDBG allocation.

(d) Selection procedures.

(1) Initial review. Upon receipt of an application, the department performs an initial review for application completeness and eligibility in accordance with §30.29 of this subchapter (relating to Application Review). Only the department may disqualify an application from consideration.

(2) Scoring process. During the first program year of the application cycle, eligible applications are scored and ranked by the department using criteria determined by the state planning region, the Unified Scoring Committee, and the department as described in subsection (e) of this section.

(3) Awards. After the department determines the final rankings of applications, awards are made based on each region's allocation and awarded until funds allocated to the region are depleted. If the program year allocation is insufficient to completely fund the next highest ranked application in the region, projects may be funded using TxCDBG deobligated funds or other funds, to the extent available. The department may also pool the remaining funds from each region to maximize the total number of applications to be fully funded.

(e) Scoring criteria.

(1) Regional project priority category. Each state planning region, as defined by Chapter 391 of the Local Government Code, is responsible for establishing the project types that will be considered first, second, or third priority projects.

(A) The governing body of the state planning region shall establish the priorities and communicate the decision to the department or may appoint a committee to carry out these tasks.

(B) Public meeting. The public must be given an opportunity to comment on the project priorities to be considered. The designated committee must convene in an open meeting for discussion and action to adopt project priorities.

(i) Notice of the public meeting must be advertised to the general public through a regional newspaper or other similar media. Each community eligible to participate in the application cycle must also be contacted directly with written notice of the public meeting.

(ii) The public meeting is subject to the Texas Open Meetings Act.

(C) The department will provide a format for establishing the criteria and a deadline for submitting the regional decision to the department to be incorporated into the application guide.

(D) State planning regions that use internal staff to prepare applications and administer CDBG grants must address the potential conflicts of interest of regional participation in selecting project priorities. For these regions, staff responsible for any part of the grant application process:

(i) may not participate in the planning or administration of the public meeting or committee duties, including distributing public meeting notices, explaining public meeting requirements to committee members, conducting the committee meeting, or submitting the results of the committee to the department; and

(ii) may attend the public meeting but may not present recommendations to the committee except during the public comment portion of the meeting, subject to the same time limits applied to other commenters.

(E) Twenty-five percent of the total available points will be determined by regional project priority categories.

(2) Department scoring criteria. The following factors are considered by the department when scoring CD Fund applications (detailed application and scoring information are available in the application guidelines):

(A) past performance--the department will consider a community's performance on all previously awarded TxCDBG contracts within the past 4 years preceding the application deadline. Evaluation of a community's past performance will include the following:

(i) completion of contract activities within the original contract period;

(ii) submission of environmental review requirements within prescribed deadlines;

(iii) submission of the required close-out documents within the period prescribed for such submission; and

(iv) maximum utilization of grant funds awarded.

(B) other programmatic priorities--the department may establish other scoring criteria to meet programmatic goals, so long as the application cycle allows sufficient time after the publication of such scoring criteria for communities to take action to maximize their score.

(C) Ten percent of the total available points will be determined by department scoring criteria.

(3) Unified Scoring Committee (USC) criteria. The USC is responsible for determining objective scoring factors for all regions in accordance with the requirements of this section and the current TxCDBG Action Plan. The USC must establish the numerical value of the points assigned to each scoring factor as described in the Committee Guidelines provided by the department.

(A) USC composition. The Agriculture Commissioner will appoint each member of the USC, to serve at the discretion of the Commissioner.
    (i) Twenty-four (24) members shall be appointed to the USC. The Commissioner shall ensure geographic representation for each state planning region when appointing members.
    (ii) Each member must be either an elected or appointed official of a non-entitlement community at the time of appointment.
    (iii) The governing body of each state planning region may nominate one individual to be considered for appointment. The department will establish a timeline for such nominations.

(B) Public hearing. The public must be given an opportunity to comment on the scoring criteria considered. The department will convene a public hearing for the USC to discuss and select the objective scoring criteria that will be used to score and rank applications within each region.
    (i) Notice of public hearing. USC proceedings are subject to the Texas Open Meetings Act. The department will publish notice of the hearing in the Texas Register, post the notice on its website, and announce the hearing details through the CDBG email listserv that is available for all stakeholders.
    (ii) Attendance at meetings. A quorum is required for the USC public meeting. A USC member may designate a proxy to attend the meeting. Proxies are counted for purposes of determining the presence of a quorum and may participate in the discussion regarding potential scoring criteria but may not vote on matters before the USC.

(C) Requirements for scoring criteria.
    (i) All scoring criteria selected by the USC must be in compliance with 24 CFR §91.320(k)(1)(i), which states in relevant part, "The statement of method of distribution must provide sufficient information so that units of general local government will be able to understand and comment on it, understand what criteria and information their application will be judged, and be able to prepare responsive applications."
    (ii) Prior to the scheduled USC public hearing, the department will publish a list of previously approved scoring criteria that comply with objective scoring requirements. The department will also provide an opportunity for USC members, communities, and other stakeholders to submit additional scoring criteria to the department to be reviewed for compliance prior to the public hearing.
    (iii) The USC may not adopt scoring factors that directly negate or offset the department's scoring factors.

(D) Final selection of scoring criteria.

(i) The final selection of the scoring criteria is the responsibility of the USC and must be consistent with the requirements of the current TxCDBG Action Plan.

(ii) The department will review the scoring factors selected to ensure that all scoring factors are objective and publish the approved scoring methodology in the application guide. The department may provide further details or elaboration on the objective scoring methodology, data sources, and other clarifying details without the necessity of a subsequent USC meeting.

(E) Sixty-five percent of the total available points will be determined by USC scoring criteria.

(f) Other department responsibilities. The department may:

(1) establish the maximum number of USC scoring factors that may be used in order to improve review and verification efficiency, or exclude certain scoring factors if the data is not readily available or verifiable in a timely manner. To ensure consistency, the department may determine the acceptable data source for a particular scoring factor;

(2) establish a deadline for each state planning region to select and submit to the department its project type priorities and nomination for the USC;

(3) publish Committee Guidelines to assist the USC in selecting scoring criteria that meet federal, state and program requirements:

(A) For any region for which no project priorities are submitted, applications will be scored according to the priorities published in the Committee Guidelines.

(B) In the event the USC fails to approve an objective scoring methodology to the satisfaction of the department consistent with the requirements in the current TxCDBG Action Plan, the department will establish scoring factors using the scoring factors identified in the Committee Guidelines; and

(4) make a site visit to recommended application localities.

CONSIDERATION FOR ITEM APPROVAL
EXECUTIVE COMMITTEE MEETING

MEETING DATE: 3/24/2022

AGENDA ITEM: 25% Match Requirement for Five County Hazard Mitigation Action Plan
GENERAL DESCRIPTION OF ITEM:

CTCOG is coordinating a five county effort to update/create Hazard Mitigation Action Plans for Bell, Milam, Lampasas, Hamilton, and Mills Counties. The project will require a 25% match from the participating counties and jurisdictions within. During the October Executive Committee Meeting, it was requested that the HSAC provide a recommendation to the Executive Committee on how to break down the match requirement. There are four options the HSAC created and/or considered (see back-up documents). The HSAC voted to recommend option 2, population based with 1% minimum. CTCOG is currently working with Milam County and the GLO to potentially have all match covered by GLO funds, however, a match requirement decision is still required in the event the GLO will not cover the match.

THIS ITEM REPRESENTS A:
- ☐ New issue, project, or purchase
- ☐   Routine, regularly scheduled item
- ☒   Follow-up to a previously discussed item
- ☐   Special item requested by board member
- ☐ Other

PRIMARY CONTACT/STAFF MEMBER: Jesse Hennage- Assistant Director of Planning-Public Safety

BUDGETARY IMPACT:
Total estimated cost: N/A
Source of Funds: GLO, HMGP-4586-DR-TX, and HMGP-4572-DR-TX
Is item already included in fiscal year budget?   ☐ Yes   ☒ No
Does item represent a new expenditure?   ☐ Yes   ☒ No
Does item represent a pass-through purchase?   ☐ Yes   ☒ No
If so, for what city/county/etc.? Click or tap here to enter text.

PROCUREMENT:
Click or tap here to enter text.

Central Texas Council of Governments | Executive Committee Consideration for Item Approval Form

Version Updated: 02/2022

ACTION REQUESTED:
Accept the recommendation of the HSAC, or provide an alternative rocomendation.

BACK-UP DOCUMENTS ATTACHED: Y/N?
Yes, options for cost match breakdown.

Plan	75% Federal Share	25% Local Share	Total Project Costs
Hamilton County	$43,300	$14,433	$57,733
Bell County	$78,500	$26,167	$104,667
Lampasas County	$44,525	$14,842	$59,367
Mills County	$43,300	$14,433	$57,733
Milam County (GLO)	$50,932	$16,977	$67,909
Total Costs	**$260,557**	**$86,852**	**$347,409**

JURISDICTION	2020 ESTIMATED TOTAL POPULATION *Source: Census	2020 ESTIMATED POPULATION *Source: Census
CTCOG		
Hamilton County	**8557**	
Hamilton County Unincorporated		4095
City of Hamilton		3025
City of Hico		1437
Bell County	**369927**	
Bell County Unincorporated		57147
City of Bartlett		1766
City of Belton		23196
City of Harker Heights		33071
City of Holland		1189
City of Killeen		153991
City of Little River Academy		2048
City of Morgan's Point Resort		4785
City of Nolanville		6150
City of Rogers		1253
Village of Salado		2379
City of Temple		80761
City of Troy		2191
Mills County	**4840**	
Mills County Unincorporated		2851
City of Goldthwaite		1815
City of Mullin		174
Lampasas County	**21789**	
Lampasas County Unincorporated		11636
City of Lampasas		8119
City of Kempner		1160
City of Lometa		874
	405113	

LOCAL SHARE PERCENT	1% minimum	LOCAL SHARE AMOUNT WITH 1% MIN	LOCAL SHARE AMOUNT BY POP ONLY
	$698.75	$69,875.00	
1.01%	$698.75	$698.75	$706.32
0.75%	$698.75	$698.75	$521.76
0.35%	$698.75	$698.75	$247.86
14.11%	$698.75	$9,064.40	$9,856.87
0.44%	$698.75	$698.75	$304.60
5.73%	$698.75	$3,679.25	$4,000.91
8.16%	$698.75	$5,245.58	$5,704.18
0.29%	$698.75	$698.75	$205.08
38.01%	$698.75	$24,425.37	$26,560.79
0.51%	$698.75	$698.75	$353.24
1.18%	$698.75	$758.98	$825.33
1.52%	$698.75	$975.49	$1,060.77
0.31%	$698.75	$698.75	$216.12
0.59%	$698.75	$698.75	$410.34
19.94%	$698.75	$12,809.95	$13,929.88
0.54%	$698.75	$698.75	$377.91
0.70%	$698.75	$698.75	$491.75
0.45%	$698.75	$698.75	$313.06
0.04%	$698.75	$698.75	$30.01
2.87%	$698.75	$1,845.65	$2,007.01
2.00%	$698.75	$1,287.80	$1,400.39
0.29%	$698.75	$698.75	$200.08
0.22%	$698.75	$698.75	$150.75
		$69,874.97	$69,875.00

INTEROFFICE MEMORANDUM

TO: CTCOG EXECUTIVE COMMITTEE MEMBERS

FROM: JIM REED, AICP – CTCOG EXECUTIVE DIRECTOR

SUBJECT: 911 DISTRICT UPDATE

DATE: 3/17/2022

CC: FILE

Historical Background

In July of 2021 the CTCOG 911 Program was altered to reductions in our biennial 911 budget in the amount of approximately $2.5 million over the next two budget cycles. As a result, our assessment of the relative value of remaining in the state 911 system was impacted. These budget cuts, combined with the ever-closing gap between our generated revenue and state appropriations, led to a staff recommendation that CTCOG investigate leaving the state 911 program by becoming a Emergency Communications District.

Activities Since July of 2021

In the time between July of 2021 and March 2022, CTCOG has worked with the CSEC and our member entities to prepare for a separation from the state system. These activities have included:

- Completion of resolutions of support from all but two CTCOG entities.
- Preparation of draft bylaws documents.
- Preparation of initial budget projections.
- Research on best practices related to separation from the state system.

Impacts of SB 8

In late October of 2021, the State of Texas passed SB8, a bill which allocated $150 million of state ARPA funds to CSEC. Since that time we have been working with CSEC to determine the amount of funding that might be allocated to CTCOG. During their meeting in February of 2022, CSEC declared their intent to distribute $30 million to COG based RPC's via a formula which they will reveal at their March 2022 meeting. All indications point to the expectation that CSEC will reinstate the amounts cut from RPC budgets. This means that CTCOG can expect to receive approximately $2.5 million.

Recommendation

CTCOG staff recommends that in order to potentially receive reinstatement of the cut funds, that any decision to form an Emergency Communications District be put on hold.

End of Packet.