

CHAPTER 1

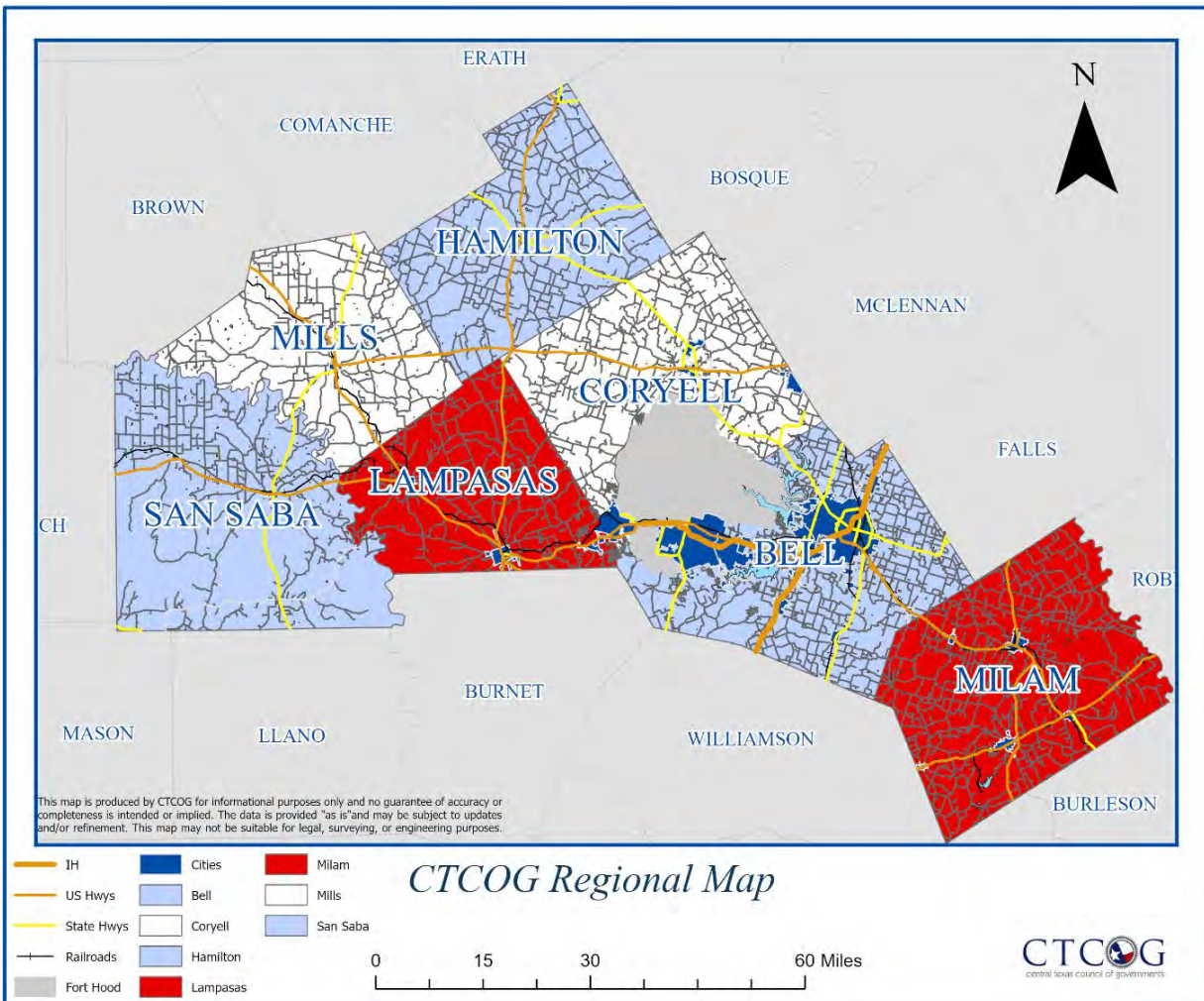
CONTENT AND ORGANIZATION

1. Content and Organization

1.1. Central Texas Council of Governments

The Central Texas Council of Governments (CTCOG) serves seven counties: Bell, Coryell, Hamilton, Lampasas, Milam, Mills, and San Saba (Figure 1-1).

Figure 1-1 CTCOG Regional Map



CTCOG delivers a broad range of programs that strengthen communities across the region, including housing assistance, public safety and emergency preparedness, workforce development through Workforce Solutions of Central Texas, long-range transportation planning through the Killeen-Temple Metropolitan Planning Organization (KTMO), environmental planning, and essential services for older adults through the Area Agency on Aging.

These programs collectively support a safer, more resilient, and more connected Central Texas, while also informing regional transportation decisions related to housing, workforce access, public

safety, and environmental priorities. Their cross-collaboration also plays a meaningful role in shaping regional transportation decisions assuring that mobility planning reflects housing needs, public safety priorities, workforce access, environmental stewardship, and the needs of older adults and Veterans. This is not an exhaustive list of the programs and services CTCOG provides, but it highlights several of the core areas in which the agency supports and strengthens communities across the region.

CTCOG also serves as the lead agency for regional public transportation coordination, providing strategic guidance and administrative oversight for the development and implementation of the FY27–31 Regional Public Transportation Coordination Plan (RPTCP), hereafter referred to as the Plan. This work is supported by CTCOG’s Regional Planning Department, whose staff facilitate stakeholder and public engagement, conduct unmet needs analysis, and ensure that coordination efforts align with regional priorities and state planning requirements. Coordination efforts are led by Anita Janke, PMP and Regional Planner, who oversees project and program development, manages committee support, and serves as the primary point of contact for the planning and implementation process.

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The Central Texas Regional Transportation Advisory Group (CTRTAG) serves as a regional forum and steering committee that brings together transportation providers, public agencies, and community stakeholders to guide the development and update of coordinated transportation planning efforts across the CTCOG region. The group provides technical input, identifies needs and gaps, and supports the development of strategies that improve regional mobility and coordination.

Although CTRTAG’s work is highly influential in shaping regional mobility strategies, it is advisory in nature, and all formal actions and final approvals rest with the CTCOG Executive Committee.

1.2. Public Transit Background

Hill Country Transit District (HCTD), the region’s public transit provider, has served Central Texas since 1966, initially operating as a division of the Hill Country Community Action Association and, since 1998, as an independent entity dedicated solely to professional public transportation. Over the decades, HCTD has transitioned from a volunteer-based program into a state and nationally recognized system offering both rural and urban transit services. Contracting with Texas Department of Transportation (TxDOT) since 1982, HCTD expanded urban fixed-route service into the Killeen–Copperas Cove–Harker Heights area in 1999 and later into Temple–Belton, becoming a multi-funded system with increased stability and regional reach.

Following the passage of Texas House Bill 3588 in 2003, which mandated regional coordination of public transportation to improve efficiency, reduce duplication, and expand coverage—and in recognition of a shared desire to collaborate, HCTD partnered with CTCOG to form the Central Texas Regional Transportation Advisory Group (CTRTAG). Established in December 2005, CTRTAG

convened its first meeting on December 13, 2005. The committee meets quarterly and includes representatives from regional health and human service agencies, local governments, and transit users. Together, members work to identify service gaps, improve coordination, and strengthen regional transportation planning.

In March 2025, Mills, Hamilton, and San Saba counties joined the Central Texas Rural Transit District (CTRD), also known as City and Rural Rides, and Lampasas County followed in March 2026, expanding its service area to 13,473 square miles across 15 counties. Originally created in 1998 as a standalone rural transit district, this expansion increased CTRD's footprint within the CTCOG region. With both CTRD and HCTD now operating in the area, Central Texas benefits from a dual-provider model that enhances coordination through healthy competition, diversified funding sources, and increased service capacity. This structure positions the region to better meet community needs while continuing to attract investment and innovation in public transportation.

Recent and planned investments identified through HCTD's implementation program and the KTMPO 2050 Metropolitan Transportation Plan reinforce a continued shift toward flexible service models, system modernization, and expanded regional connectivity. These efforts include enhancements to microtransit services, fleet replacement, and targeted service expansions designed to improve reliability and access across both urban and rural areas.

Although CTRTAG's scope has evolved over time, its core purpose remains unchanged: to identify and respond to unmet transportation needs, ensuring broader access and improved service delivery across the region. To ensure the committee could adapt to the addition of a second transit district, maintain focus on its core purpose, and align with the Plan, updates to the bylaws were necessary.

1.3. Central Texas Regional Transportation Advisory Group Bylaws

The Texas Department of Transportation (TxDOT) [Coordination Plan Guidebook](#) recommended targeted revisions to the CTRTAG bylaws (see **Appendix A** to review the signed bylaws) to improve collaboration, accountability, and service delivery. In addition to the recommendations outlined in the Guidebook, CTCOG staff proposed several refinements to better align with the region's evolving transit landscape and began working on these revisions in October 2025 (Table 1.1).

Table 1-1 Proposed Bylaw Recommendations

Proposed Recommendations	Adoption Status	
	Incorporated into the Bylaws	May be Addressed by the FY 27-31 Implementation
Referring to committee members as Regional Coordination Committee (RCC) members to align with updated terminology and emphasize their leadership role in guiding regional coordination efforts.		✓
Adding a mission/purpose statement: The purpose of the Advisory Group is to facilitate, support and improve a coordinated regional transportation system that serves seniors, individuals with disabilities, low-income residents, Veterans, and other underserved communities, making everyday mobility more reliable, accessible, safe, and responsive in the CTCOG region. Additionally, the Advisory Group seeks to enhance economic vitality by planning for transit options in rural areas that provide access to jobs and employment opportunities. The Advisory Group shall also pursue the following: To serve as a collaborative forum to address transportation needs across the region, with a focus on removing barriers and generating solutions through innovative conversations aimed at closing unmet mobility gaps, while providing a structured process for ongoing input from stakeholders, including users of community transportation services. Serve as the Subject Matter Expert (SME) on transportation issues in the region.	✓	
Using the term “community transportation” instead of <i>public transportation</i> to better reflect the full spectrum of mobility services. This includes transportation provided by public agencies, private providers, and human service organizations to meet the mobility needs of the region’s diverse populations.		✓

Proposed Recommendations	Adoption Status	
	Incorporated into the Bylaws	May be Addressed by the FY 27-31 Implementation
Article I Organization: Includes Infrastructure Investment and Jobs Act (IIJA) as guiding legislation.	✓	
Article III Powers and Duties of the Advisory Group: Removes KTMPO.	✓	
Article III Powers and Duties of the Advisory Group: Updated to Purposes and Objectives of the Advisory Group.	✓	
Article IV Membership: Expands voting members to include for-profit transportation providers.	✓	
Article VI Meetings of the Advisory Group: Updates the Texas Open Meetings Act posting requirements from 3 days to three business days.	✓	
Article VII Officers and Staff: Changes officer elections from November to the last quarterly meeting of each federal fiscal year.	✓	
Article X Adoption and Amendment: Updates the review requirement for Bylaw amendments from 1 day to 10 business days.	✓	
Article XIII Approval or Ratification Date by the CTCOG Executive Committee: Added signature line for CTCOG Executive Committee President and Executive Director.	✓	
Overall Includes page numbers.	✓	

With the recommended updates outlined in the table above, the CTRTAG adopted the Bylaws by a majority vote of the quorum present on January 6, 2026. The CTCOG Executive Committee approved the Bylaws by a majority vote of a quorum present on February 26, 2026 (Table 2-2).

1.4. Committee Structure and Stakeholder List

The CTRTAG is structured to ensure broad and balanced representation from across the region's transportation network. Membership is limited to 21 voting members, comprising individuals from key transportation stakeholders, partner organizations, and transit users within the Region. This composition is designed to capture diverse perspectives, support coordinated planning, and strengthen regional decision-making. The membership structure is featured in (Table 1-2). The current stakeholder list includes 13 of the 21 authorized positions and, along with the meeting attendance record, is presented in (**Error! Reference source not found.**). Staff currently track meeting attendance; however, additional historical research is needed to complete attendance records for years prior to staff assuming responsibility for this function. Notably, the Advisory Group has achieved quorums at each of the last four meetings, reflecting strong engagement and renewed energy among stakeholders and participants.

Mission Statement: The Central Texas Regional Transportation Advisory Group (CTRTAG) functions as the Steering Committee to develop, update and approve regionally coordinated transportation planning documents, while providing Central Texas Council of Governments (CTCOG) staff with guidance and transportation related information.

CTRTAG Structure Overview:

- **Membership:** Comprised of representatives from transportation providers, local governments, human service agencies, workforce organizations, and community stakeholders.
- **Meetings:** The CTRTAG meets monthly to review coordination activities, funding opportunities, and plan implementation progress.

Table 1-2 Advisory Group Structure

Interest	Number of Representatives
Transit District • Hill Country Transit District • Central Texas Rural Transit District	2 representatives (1 each)
Workforce Agency	1 representative
Health and Human Services	1 representative
Municipalities	2 representatives
County Government	2 representatives
Fort Hood	1 representative
Aging and Disability Organization	1 representative
Military and Veteran Organization	1 representative

Interest	Number of Representatives
Youth and Family Organization (example) • ISD • Head Start	1 representative
Medical Facilities (example) • Hospital • Community Clinic • Mental Health Agency	2 representatives
Educational Facilities	2 representatives
Nonemergency Medical Transportation	2 representatives
Other Representative An organization offering a unique perspective on regional transportation needs, potentially complementing or overlapping with interests represented by other categories. Examples include for-profit transportation providers, faith-based or other volunteer driver programs, and public or private operators offering transportation services open to the public. The inclusion of this representative creates an opportunity to expand collaboration, ideas, and partnerships.	1 representative
Transit User that is from the priority population or an advocate of: • Individual with low income • Individual 65 and older • Individual with disabilities • Individual with limited English proficiency • Individual seeking employment • Individual representing children • Veteran	2 representatives

Table 2.1 Central Texas Regional Transportation Advisory Group

Agency/Organization	Representative	Role/Title	Sector
Hill Country Transit District	Derek Czapnik	Director of Operations	Transit Provider

1.5. Letters of Support

To reinforce the plan’s recommendations and demonstrate strong regional coordination, Letters of Support were gathered from stakeholders, non-voting members, and ex-officio participants in March 2025 (see **Appendix B**). Staff will request that stakeholders renew their commitment during the development of the Plan affirming their shared priorities, collective commitment, and the collaborative spirit guiding transportation efforts across the region.

Chapter One establishes the foundational framework guiding the Plan, highlighting the CTRTAG’s structure, membership, and commitment to collaborative decision-making. With 15 of the 21 authorized stakeholder positions currently filled and consistent quorum achieved over the last four meetings, the region is demonstrating renewed energy, engagement, and shared purpose. The active participation of local jurisdictions, partner agencies, and community representatives underscores a strong regional commitment to improving mobility and advancing coordinated transit solutions. As we move into the following chapters, this collaborative foundation will support a deeper analysis of existing conditions, future needs, and the strategies necessary to enhance mobility for all residents across the region.