CHAPTER 7

GOALS, STRATEGIES, AND PROJECTS

7. Goals, Strategies, and Projects

This chapter presents the goals, coordination strategies, and candidate projects developed to address the transportation needs and gaps identified in Chapter 6. Consistent with the TxDOT Coordination Plan Guidebook, each strategy or project below is tied to a regional goal, an identified unmet need, and includes a lead agency, implementation timeline, estimated cost, and potential funding sources.

Strategies and projects were developed through a three-stage process: (1) an interactive prioritization exercise with the CTRTAG, which produced a consensus urgency/regional-benefit/feasibility framework; (2) a Call for Project Ideas distributed to regional providers and partners, which produced additional project submissions; and (3) a survey sent out to CTRTAG members dedicated to reviewing and validating the resulting draft project list. This layered process ensures the final project list reflects both stakeholder priorities and the technical needs assessment in Chapters 3 through 6.

7.1. Approach to Goals and Strategy Development

CTRTAG members ranked nine regional mobility categories (see Table 7.1) across four dimensions: 1) Urgency, 2) Regional Impact, 3) Feasibility, and 4) Support for Other Coordination Efforts. Funding and implementation partnerships received the most votes for "most urgent regional issue," followed by rural connectivity and provider/service coordination. Service coordination and funding/implementation partnerships were consistently ranked highest across urgency, regional impact, and feasibility, placing them in the top tier of the region's prioritization pyramid. Rural connectivity, senior/disability transportation, and healthcare/employment access were identified as highly urgent but requiring more resources and lead time to implement, placing them in the pyramid's middle tier. Technology and mobility management, transit awareness, and regional coordination infrastructure were identified as supporting, foundational priorities. Capital and infrastructure projects (HCTD and CTRTD fleets, facilities, and terminal investments) were not part of the CTRTAG ranking exercise, they were subsequently mapped into the middle and foundation tiers based on rider-facing benefit and urgency, consistent with the framework above.

Table 7-1 Prioritized Strategies and Projects by Category

Priority Tier	Regional Mobility Categories	Characteristics
Top Tier	• Service Coordination & Trip Brokerage • Funding & Implementation Partnerships	Urgent and feasible in the near term; can be implemented with existing resources and staff time.
Middle Tier	• Rural Connectivity • Senior & Disability Transportation • Healthcare & Employment Access • Capital & Infrastructure	High regional benefit and urgency, but require more resources, capital investment, or lead time.

Foundation Tier	• Technology & Mobility Management • Transit Awareness & Education • Regional Coordination Infrastructure • Capital & Infrastructure	Support and enable the region's other coordination efforts; largely opportunistic or ongoing.

7.2. Regional Goals

The five regional goals below are drawn from the CTRTAG bylaws and were affirmed as the framework for evaluating all project ideas submitted through the Call for Project Ideas process.

Table 7-2 Regional Coordination Goals

Goal	Description
Goal 1: Strengthen Regional Coordination and Funding Leverage	Build the partnerships, agreements, and shared funding strategies needed to expand the region's transportation resources without duplicating investment.
Goal 2: Expand Mobility Options for Underserved Populations	Close identified service gaps for rural residents, seniors, individuals with disabilities, veterans, and low-income households, particularly for healthcare, employment, and essential-needs trips.
Goal 3: Improve Policy Alignment and Institutional Coordination	Remove the billing, reimbursement, and administrative barriers that currently prevent providers from sharing trips, vehicles, and data across jurisdictions.
Goal 4: Reduce Barriers to Coordinated Transportation Services	Develop shared infrastructure, such as mobility hubs and brokerage platforms, that make it easier for riders to transfer between providers and for providers to coordinate service delivery.
Goal 5: Advance Mobility Management and Information Sharing	Improve rider awareness of available services and expand the use of technology and data to connect riders with the right provider for their trip.

7.3. Coordination Strategies and Projects by Category

The strategies and projects below are organized into the eight priority categories identified through the CTRTAG workshops. Each category table lists the project or strategy name, a description, the unmet need it addresses (see Chapter 6), the lead agency, an implementation timeline, a relative cost estimate, and potential funding sources. Priority tiers reflect the Workshop 1 prioritization framework and are subject to confirmation through the Chapter 8 prioritization process and continued CTRTAG review.

7.3.1. Service Coordination & Trip Brokerage (SC)

Service coordination emerged as the single most consistently top-ranked priority across all four dimensions of the Workshop 1 ranking exercise (urgency, regional impact, feasibility, and support for other efforts). The HOP's existing enterprise platform has the technical capability to broker trips across providers and integrate TNCs (the primary barriers are policy and process, not technology). The most urgent near-term actions are formalizing the interlocal/contractual arrangements needed for trip brokerage (SC-1), convening provider/vendor workshops to define opt-in mechanics (SC-2), and documenting the specific reimbursement and billing policies that prevent inter-district trip sharing (SC-3).

Goal alignment: Goals 3 & 4 | **Tier:** Top Tier

ID	Project / Strategy, Need & Action Steps	Lead Agency / Timeline	Cost / Funding Sources	Priority
SC-1	**Regional Trip Brokerage Platform** Use HOP's existing enterprise scheduling platform to broker trips across providers (specifically prioritizing integration with CTRTD) and integrate third-party fleets (e.g., Uber, Lyft) through interlocal or contractual agreements. The core technology is already in place. Implementing this project is a policy and process effort rather than a new technology purchase. **Unmet need:** Cross-county and regional connectivity; service duplication **Action steps:** - Confirm platform capability with vendor and draft interlocal agreement template (FY2027 Q1-Q2) - Pilot brokerage with 1-2 partner providers, specifically CTRTD (FY2027 Q3-Q4) - Expand to remaining regional providers (FY2028)	**Lead:** HCTD, in coordination with regional providers (CTRTD specifically) **Staff:** HOP mobility manager (lead); Contract: platform vendor (existing); Assets: existing HOP software; Volunteer: none **Timeline:** FY2027-2028	**Cost:** Low (staff time; no new capital) **Funding:** Local funds; FTA Section 5310 (mobility management)	High
SC-2	**Provider/Vendor Opt-In Workshops** Transit-authority-led storyboarding sessions with service providers (including CTRTD) and the platform vendor to define opt-in mechanics, partnership models, and the policy and investment changes needed for participation in SC-1. **Unmet need:** Cross-county and regional connectivity **Action steps:** - Schedule storyboarding sessions with the platform vendor and providers (FY2027 Q1) - Document opt-in mechanics, partnership models, and policy/investment needs (FY2027 Q2) - Present recommendations to CTRTAG for review (FY2027 Q3)	**Lead:** HCTD, in coordination with the platform vendor and providers (CTRTD) **Staff:** HCTD program coordinator; Contract: platform vendor (existing, no new cost); **Timeline:** FY2027	**Cost:** Low (staff time) **Funding:** Local funds	High
SC-3	**Inter-Agency Billing and Reimbursement Policy Documentation**	**Lead:** HCTD	**Cost:** Low (staff time)	High

ID	Project / Strategy, Need & Action Steps	Lead Agency / Timeline	Cost / Funding Sources	Priority
	Document and address the billing constraints, reimbursement rules, and ride-sharing policy barriers that currently prevent providers from comingling trips across transit districts. **Unmet need:** Cross-county and regional connectivity; reliability and convenience gaps **Action steps:** - Compile current billing and reimbursement policies across transit districts (FY2027 Q1) - Identify specific barriers preventing trip comingling, with specific attention to barriers affecting CTRTD as a cross-district partner (FY2027 Q2) - Draft policy recommendations for review and adoption (FY2027 Q3)	**Support:** CTRTD and CTCOG **Staff:** HCTD **Timeline:** FY2027	**Funding:** Local funds	

7.3.2. Funding & Implementation Partnerships (FP)

Funding and partnerships received the most votes as the single most urgent regional issue at Workshop 1, driven by rising operating costs and the critical bottleneck of local match funding for federal/state grants. The HOP's proposed three-way matched regional employment program (FP-1) represents the most ambitious near-term initiative, with ~$5M sought over multiple years by matching employer, employee, and transit contributions. Structured employer and social-service partnerships (FP-2) offer a lower-capital approach to generating local match and expanding coverage. Ongoing grant pursuit (FP-3) and sustaining/expanding local county contributions (FP-4) are foundational to all other projects.

Goal alignment: Goal 1 | **Tier:** Top Tier

ID	Project / Strategy & Unmet Need	Lead Agency / Timeline	Cost / Funding Sources	Priority
FP-1	**Three-Way Matched Regional Employment Transportation Program** HOP-led multi-year regional program (~$5 million) matching employer, employee, and transit contributions, seeking federal and state co-funding to expand transportation-to-employment access across the region. **Unmet need:** Healthcare and employment access; affordability barriers **Action steps:** - Finalize employer partnership agreements (FY2027) - Submit federal/state co-funding applications (FY2027-2028) - Launch matched-contribution structure in coordination with CP-4 vanpool implementation (FY2028)	**Lead:** HCTD (HOP) **Staff:** HOP grants and finance staff **Timeline:** FY2027-2031 (multi-year)	**Assets:** none new (coordinates with vanpool assets tracked under CP-4) **Cost:** ~$5,000,000 (order-of-magnitude, per HOP internal planning) **Funding:** Federal/state co-funding; employer and employee match	High
FP-2	**Employer & Social-Service Partnerships** Structured agreements with employers and social-service organizations to share transportation costs, expand coverage, and provide non-grant local match funding. **Unmet need:** Affordability barriers; healthcare and employment access **Action steps:**	**Lead:** HCTD, Workforce Solutions of Central Texas, participating employers **Staff:** HCTD partnership coordinator	**Cost:** Low-Medium (staff time; negotiated cost-sharing) **Funding:** Employer/agency contributions (used as local match)	High

ID	Project / Strategy & Unmet Need	Lead Agency / Timeline	Cost / Funding Sources	Priority
	- Identify candidate employers and social-service partners (FY2027); - Negotiate cost-sharing agreements (FY2027-2028); - Document non-federal public-private partnership examples for CTCOG (FY2027).	**Timeline:** FY2027-2028		
FP-3	**Coordinated Grant Pursuit and Local Match Program** Coordinate pursuit of, and local match for, available federal and state funding (FTA 5310/5311, ICAM, IMI, HHS Texas RFA) across CTRTAG members to reduce duplicated grant-writing effort and strengthen applications. **Unmet need:** Funding and implementation constraints (regionwide) **Action steps:** - Monitor open federal and state funding cycles, including ICAM, IMI, 5310, 5311, and 5311(f) (ongoing) - Prepare and submit applications with transit providers, as well as City and County staff (ongoing) - Track award status and local match commitments (ongoing)	**Lead:** Participating transportation providers (including CTRTD) and local jurisdictions **Support:** CTCOG **Staff:** All parties **Timeline:** Ongoing, FY2027-2031	**Cost:** Staff time; varies by grant **Funding:** FTA 5310/5311; ICAM; IMI; HHS Texas RFA; TxDOT transportation development credits	High
FP-4	**Local Funding Contributions and Transportation Development Credit (TDC) Utilization** Expand use of TxDOT transportation development credits as local match for capital projects, and formalize agency sponsor revenue-sharing as match for FTA Section 5307/5311 funding. As of 2026, all seven counties in the region are now contributing local funding; existing interlocal agreement (ILA) fare-sponsorship models with the Area Agency on Aging, Texas Veterans Commission, City of Killeen, and Milam County should be used as templates to sustain and expand county/city contributions. CTRTD's 50/50 local match structure for its operating assistance (see 7.3.10) is a comparable example of sustained local funding commitment. **Unmet need:** Funding and implementation constraints (regionwide) **Action steps:** - Sustain existing nine-county local funding contribution agreements (ongoing); - Replicate ILA fare-sponsorship models (Area Agency on Aging, TVC, City of Killeen, Milam County) with additional sponsors (FY2027-2028) - Expand use of TxDOT transportation development credits as local match (ongoing)	**Lead:** HCTD, CTCOG **Staff:** CTCOG/HCTD finance staff **Timeline:** Ongoing	**Cost:** Staff time **Funding:** TxDOT transportation development credits; agency sponsor revenue	High – Ongoing

7.3.3. Rural Connectivity (RC)

Rural connectivity tied for second most urgent but was rated as harder to act on near-term due to resource requirements. The dominant rural trip type is single-seat non-emergency medical journeys. The most actionable near-term project is formalizing NEMT partnerships for essential services destinations (pharmacies, groceries, and primary care) which aligns with HHS Texas RFA Section 2.3.1(E) as a potential funding pathway (RC-1). The rural Regional Connector pilots (FY25) showed limited demand for fixed-route intercounty service. A better model may be on-demand within counties with advanced-reservation intercounty trips (RC-2). The van pool program for rural clinics (RC-3) addresses volunteer transportation and resource-sharing. Food desert connectivity (RC-4) in north Killeen and east Temple is a carry-forward high-priority project with Development District of Central Texas (DDCT) now being engaged.

Goal alignment: Goal 2 | **Tier:** Middle Tier

ID	Project / Strategy & Unmet Need	Lead Agency / Timeline	Cost / Funding Sources	Priority
RC-1	**Non-Emergency Medical Transportation (NEMT) to Essential Services** Formalize partnerships with NEMT providers to improve access to pharmacies (medication adherence), grocery stores (food security), and primary/preventive healthcare appointments, aligned with HHS Texas RFA Section 2.3.1(E). CTCOG will provide regional coordination, stakeholder convening, and partnership development support to facilitate collaboration among healthcare providers, transportation providers, and community organizations. **Unmet need:** Rural and small community gaps; healthcare and employment access **Action steps:** - Formalize NEMT partnership agreements with Ride N' Safe and/or CTRTD and healthcare facilities (FY2027) - Confirm eligibility and funding pathway under HHS Texas RFA Section 2.3.1(E) (FY2027) - Launch coordinated pharmacy, grocery, and primary-care trip access (FY2028)	**Lead:** Ride N' Safe and/or CTRTD; **Support:** Regional NEMT providers, healthcare facilities, participating transit providers **Staff:** Ride N' Safe **Timeline:** FY2027-2028	**Contract:** Ride N' Safe and/or CTRTD, Lonestar Medical Transportation (NEMT service providers) **Assets:** NEMT vehicles (existing, provider-owned) **Cost:** Medium **Funding:** HHS Texas RFA; FTA Section 5310	High
RC-2	**Rural Demand-Response Service Expansion** Expand the on-demand, curb-to-curb microtransit model already used in Bell, Coryell, and Milam counties to additional rural and small-community areas identified in the Transit Needs Index. CTRTD's role in rural mobility connections and service coordination in areas will play a critical role in expanding overall areas served. **Unmet need:** Rural and small community gaps (spatial coverage) **Action steps:** - Identify additional rural/small-community coverage areas via the Transit Needs Index (FY2028) - Expand microtransit service area based on demand (FY2028-2029) - Evaluate ridership outcomes and adjust coverage (FY2029-2030)	**Lead:** CTRTD and HCTD **Staff:** Operations staff **Timeline:** FY2028-2030	**Contract:** none new (uses existing microtransit service contract) **Assets:** existing demand-response vehicles, expanded as needed **Cost:** Medium-High **Funding:** FTA Section 5311; local match	Medium
RC-3	**Vanpool Program for Rural Clinics and Nonprofits** HOP leases vehicles to rural health clinics and nonprofits that self-staff with volunteer drivers, with HOP subsidizing fuel costs; a pilot is being discussed with Enterprise. Rural seniors' access to medical care is the primary driver for this program.	**Lead:** HCTD **Staff:** HCTD/HCCA program coordinator	**Contract:** Enterprise (vehicle lease pilot) **Assets:** leased vans	Medium

ID	Project / Strategy & Unmet Need	Lead Agency / Timeline	Cost / Funding Sources	Priority
	Unmet need: Rural and small community gaps; healthcare and employment access **Action steps:** - Finalize vehicle-lease pilot terms with Enterprise (FY2028) - Recruit clinic and nonprofit volunteer-driver partners (FY2028-2029) - Expand to additional rural clinics based on pilot results (FY2029-2030)	**Timeline:** FY2028-2030	**Volunteer:** volunteer drivers, self-staffed by participating clinics/nonprofits. **Cost:** Medium **Funding:** FTA Section 5310/5311; local match	
RC-4	**Food Desert and Grocery Connectivity** Extend NEMT-model coordination (RC-1) specifically to address food-access gaps identified in rural areas without nearby grocery stores or food banks. **Unmet need:** Rural and small community gaps; affordability barriers **Action steps:** - Re-engage DDCT and grocery partners (e.g., HEB) on fare-subsidy conversations (FY2028) - Confirm coverage gaps in North Killeen and East Temple (FY2028) - Formalize grocery-access partnerships (FY2028-2029)	**Lead:** CTRTD **Staff:** HCTD/social-service coordinator **Timeline:** FY2028 and beyond	**Assets:** uses existing microtransit fleet **Cost:** Low-Medium **Funding:** HHS Texas RFA; local partners	High

7.3.4. Senior & Disability Transportation (SD)

Senior and disability transportation ranked among the top urgent priorities, tying for first place in urgency most frequently during the ranking exercise. A key insight from Workshop 1 is that many seniors are unaware of overlapping funding sources (Medicare, AAA) that could pay for transportation. This finding supports targeted outreach (SD-1), which can improve access without new capital investment. The TVC data partnership (SD-2) is a proven model: the HOP-TVC partnership improved cost-per-client data, informed funding decisions, and transitioned ~50% of ridership to client-pay. CTCOG was already awarded a TVC grant for the VetRide bus pass program. ADA improvements (SD-3) are well-advanced with microtransit, but the ongoing focus should be pedestrian/stop access and maintaining the regional vehicle replacement schedule. CTRTD's mobility management program (see 7.3.10) provides complementary coordination, outreach, and education support for older adults and individuals with disabilities across its service area.

Goal alignment: Goal 2 | **Tier:** Middle Tier

ID	Project / Strategy & Unmet Need	Lead Agency / Timeline	Cost / Funding Sources	ID
SD-1	**Senior Outreach and Benefits Awareness Campaign** Targeted outreach to help seniors identify overlapping funding sources (Medicare, Area Agency on Aging, etc.) that can pay for transportation, reducing unmet need without new service investment. **Unmet need:** Information and awareness gaps; senior and disability transportation **Action steps:** - Develop outreach materials on overlapping Medicare/AAA funding sources (FY2027) - Distribute via Area Agency on Aging, HCTD, and CTRTD touchpoints (FY2027) - Track awareness and utilization outcomes (FY2027-2028)	**Lead:** Area Agency on Aging **Staff:** Area Agency on Aging **Timeline:** FY2027	**Assets:** outreach and marketing materials; **Cost:** Low **Funding:** FTA Section 5310 (administrative); local funds	SD-1
SD-2	**Texas Veterans Commission (TVC) Data Partnership Expansion** Rebuild the HOP-TVC data partnership and VetRide bus pass program, which previously produced improved cost-per-client data and transitioned approximately 50 percent of ridership to client-pay arrangements before the award lapsed due to capacity constraints. This strategy re-establishes the partnership foundation and pursues renewed TVC funding to support coordinated veteran transportation and inform future funder decisions. **Unmet need:** Information and awareness gaps; military/veteran mobility **Action steps:** - Reassess program requirements and re-engage TVC to pursue renewed grant funding for the VetRide bus pass program (FY2027) - Rebuild cost-per-client data sharing infrastructure with TVC (FY2027) - Establish dedicated staff capacity to sustain program momentum (FY2027) - Leverage renewed VetRide funding to inform future funder decisions (FY2027-2028) - Report outcomes to CTRTAG (FY2028)	**Lead:** HCTD **Support:** CTCOG administering grant requirements **Staff:** CTCOG coordinating **Timeline:** FY2027-2028	**Cost:** Low **Funding:** Local funds; FTA Section 5310 (administrative)	SD-2

ID	Project / Strategy & Unmet Need	Lead Agency / Timeline	Cost / Funding Sources	ID
SD-3	**ADA and First-/Last-Mile Accessibility Improvements** Improve sidewalks, crossings, and pedestrian connections near transit stops and facilities to reduce first-/last-mile barriers for older adults and individuals with disabilities. This effort will be coordinated with KTMPO's active transportation planning process to align transit-adjacent sidewalk and crossing needs with the MPO's Transportation Alternatives Program (TAP) prioritization and regional bike/pedestrian plan, ensuring transit-served corridors are represented in KTMPO's project pipeline. **Unmet need:** First-/last-mile connectivity and network coverage **Action steps:** - Inventory priority stops and facilities needing ADA improvements (FY2028) - Share inventory findings with KTMPO to inform TAP call-for-projects prioritization and regional active transportation plan updates (FY2028) - Coordinate capital funding requests with municipalities and KTMPO (FY2028–2029) - Construct priority improvements and maintain the regional vehicle replacement schedule (FY2029–2031)	**Lead:** Municipalities working with transit providers **Staff:** HCTD/municipal engineering staff **Timeline:** FY2028-2031	**Contract:** Interlocal Agreement (HCTD–municipalities); competitive bid or JOC for construction; TxDOT AFA if TxDOT funds used **Assets:** sidewalks, crossings, transfer stations (capital) **Cost:** Medium-High (capital) **Funding:** FTA Section 5310; TxDOT; TAP (via KTMPO; local match	SD-3

7.3.5. Healthcare & Employment Access (HE)

Participants at Workshop 1 directly linked transportation access to healthcare outcomes, employment participation, and regional economic activity. Healthcare and employment access ranked highest for regional impact despite lower urgency scores, reflecting their foundational role in economic and community health. Healthcare facility access partnerships (HE-1) with BSW, VA, and others are **ongoing** and should be maintained and expanded.

Goal alignment: Goal 2 | **Tier:** Middle Tier

ID	Project / Strategy & Unmet Need	Lead Agency / Timeline	Cost / Funding Sources	Priority
HE-1	**Healthcare Facility Transportation Partnerships** Formalize scheduling and trip-sharing partnerships between HCTD and regional hospitals, clinics, and mental health agencies to reduce missed and delayed medical appointments. **Unmet need:** Healthcare and employment access; reliability and convenience gaps **Action steps:** - Expand public-private partnership talks with the Scott & White Faith Community Health Program (FY2027) - Formalize scheduling and trip-sharing agreements with BSW, VA, CTVHCS, Temple College, and UMHB (FY2027-2028) - Monitor missed/delayed appointment metrics (ongoing).	**Lead:** HCTD, regional healthcare facilities **Staff:** HCTD partnerships coordinator; **Timeline:** FY2027-2028	**Assets:** none new (uses existing microtransit fleet) **Cost:** Medium **Funding:** FTA Section 5310; HHS Texas RFA	Medium

7.3.6. Technology & Mobility Management (TM)

Technology ranked highly for supporting other coordination efforts. HCTD confirmed at Workshop 1 that the HOP's enterprise platform is largely enabled now (the platform can integrate third-party vendors, broker multi-leg trips, and coordinate across fleets). Barriers exist within policies and processes, not core technology. Transportation network Company (TNC), i.e., Uber or Lyft, integration (TM-1) to fill off-peak service gaps is already in progress via Spare Labs. Expanding the app to integrate 2-1-1 and NEMT providers (TM-2) is a mid-term priority that directly addresses the information and awareness gaps documented in the rider survey. CTRTD's mobility managers (see 7.3.10) provide the staffed coordination and outreach component that complements this technology, particularly for older adults and individuals with disabilities.

Goal alignment: Goal 5 | **Workshop 1 tier:** Foundation Tier

ID	Project / Strategy & Unmet Need	Lead Agency / Timeline	Cost / Funding Sources	Priority
TM-1	**TNC Integration and Extended-Hours Mobility** Integrate third-party transportation network companies (e.g., Uber, Lyft) into the regional brokerage platform (SC-1) to extend service availability into evenings and weekends. **Unmet need:** Temporal access gaps (service hours) **Action steps:**	**Lead:** HCTD **Staff:** HCTD technology coordinator **Timeline:** FY2027-2028	**Contract:** Uber, Lyft (existing TNC agreements), existing platform vendor (Spare Labs) **Assets:** Trip planning software (Spare Labs - existing)	Medium

ID	Project / Strategy & Unmet Need	Lead Agency / Timeline	Cost / Funding Sources	Priority
	- Formalize an equitable TNC access policy framework (FY2027) - Expand the subsidy program to cover off-peak service gaps (FY2027-2028) - Monitor usage and cost per trip (ongoing)		**Cost:** Low (software integration; per-trip cost) **Funding:** Local funds; FTA Section 5310 (mobility management)	
TM-2	**Integrated Trip Planning / One-Call One-Click Expansion** Expand one-call/one-click trip planning tools so riders and caseworkers across the region can identify and book the appropriate service from a single point of contact, integrating CTRTD service information and trip-planning capabilities alongside HCTD's. **Unmet need:** Information and awareness gaps **Action steps:** - Integrate 2-1-1 and NEMT provider data into the trip planning app (FY2028) - Expand rider and caseworker onboarding/awareness (FY2028-2029) - Track booking-share growth against the current baseline (ongoing)	**Lead:** HCTD **Support:** CTRTD integration; CTCOG providing planning and coordination support **Staff:** HCTD technology coordinator; CTRTD coordinator; CTCOG providing planning and coordination support **Timeline:** FY2028-2029	**Contract:** Trip planning software (Spare Labs - existing) **Assets:** Trip planning software (Spare Labs - existing) **Cost:** Medium **Funding:** FTA Section 5310 (mobility management)	Medium

7.3.7. Transit Awareness & Education (TA)

The rider survey and provider outreach consistently identified information and awareness as a significant barrier (many residents are unaware of available services, eligibility requirements, or how to access transportation). The regional awareness campaign (TA-1) encompasses social media (Key Performance Indicators (KPIs) steadily improving), the quarterly newsletter (160+ subscribers), bi-lingual materials per TxDOT SPEG guidance, and HOP Travel Training events (63+ events in the past year). The Annual Transportation Summit (TA-2) was completed in 2023 and 2024 and should continue in FY27–31.

Goal alignment: Goal 5 | **Tier:** Foundation Tier

ID	Project / Strategy & Unmet Need	Lead Agency / Timeline	Cost / Funding Sources	Priority
TA-1	**Regional Transit Awareness Campaign** Develop and distribute rider education materials covering service eligibility, scheduling, and trip-planning resources to address the information and awareness gaps identified through the rider survey. **Unmet need:** Information and awareness gaps **Action steps:** - Continue bi-lingual materials per TxDOT SPEG guidance (ongoing) - Grow newsletter subscribership beyond the current 160+ (ongoing) - Expand HOP Travel Training events beyond the current 63+ per year (ongoing)	**Lead:** CTCOG, HCTD, CTRTD **Staff:** CTCOG/HCTD/CTRTD communications staff **Timeline:** FY2027	**Assets:** newsletter, social media, bi-lingual materials (existing) **Cost:** Low **Funding:** FTA Section 5310 (administrative); local funds	Medium
TA-2	**Annual Regional Transportation Summit** Convene CTRTAG members, providers, and the public annually to review coordination progress, share updates, and sustain engagement between five-year plan cycles. The Summit was completed in 2023 (50 attendees) and 2024 (expanded, with panels on NEMT, workforce transportation, and volunteer programs); post-summit quarterly surveys are distributed to attendees. **Unmet need:** Information and awareness gaps; regional coordination **Action steps:** - Confirm annual Summit date and venue (annually) - Coordinate NEMT, workforce transportation, and volunteer-program panel topics (annually) - Distribute post-summit quarterly surveys (ongoing)	**Lead:** CTCOG **Staff:** United Way of Central Texas/CTCOG event coordinator **Timeline:** Annually beginning FY2027	**Cost:** Low **Funding:** Local funds	Medium – Ongoing

7.3.8. Regional Coordination Infrastructure (CI)

These foundational coordination investments support all other project categories. CTRTAG communications (CI-1) and the transportation resource inventory (CI-2) are **ongoing** and must be sustained. Transit affordability programs (CI-4) build on successful Interlocal Agreement (ILA) models with Area Agency on Aging (AAA), TVC, City of Killeen, and Milam County. The volunteer driver program (CI-3) was not started in the prior plan and should be continued as a long-term effort in rural areas where demand-response has coverage gaps.

Goal alignment: Goals 1 & 3 | **Tier:** Foundation Tier

ID	Project / Strategy & Unmet Need	Lead Agency / Timeline	Cost / Funding Sources	Priority
CI-1	**CTRTAG Communications and Leadership Engagement** Sustain and grow CTRTAG membership toward full authorization (21 voting seats; 15 currently filled) and maintain the quorum and engagement achieved over the last four meetings. CTRTD's continued participation in CTRTAG is an important contributor to this engagement and should continue to be highlighted in regional coordination updates. **Unmet need:** Regional coordination infrastructure (regionwide) **Action steps:** - Continue the Local Agency Update item at every CTRTAG meeting (ongoing) - Distribute the CTCOG newsletter (ongoing) - Grow CTRTAG membership toward full authorization of 21 voting seats, from 15 currently filled (ongoing)	**Lead:** CTCOG **Staff:** CTCOG coordinator **Timeline:** FY2027 and ongoing	**Cost:** Low **Funding:** Local funds	High
CI-2	**Regional Resource and Asset Inventory** Maintain a shared inventory of vehicles, facilities, and technology across regional providers — including vehicles, facilities, technology, and service data —to support coordination, consolidation, and joint-procurement opportunities. **Unmet need:** Service duplication; regional coordination **Action steps:** - Update vehicle fleet, ADA status, and use-schedule data (ongoing) - Share the inventory to support grant applications and coordination planning (ongoing)	**Lead:** HCTD, CTRTD **Staff:** HCTD and CTRTD coordinators **Timeline:** FY2027-2028	**Assets:** Central Texas Public Transportation Resources document (existing, maintained) **Cost:** Low **Funding:** Local funds; FTA Section 5310 (administrative)	Medium
CI-3	**Volunteer Driver Program Development** Explore a coordinated volunteer driver program with faith-based and nonprofit partners to supplement scheduled service, particularly for medical trips in rural areas.	**Lead:** Area Agency on Aging, faith-based and nonprofit partners	**Volunteer:** volunteer drivers recruited via faith-based and nonprofit partners – core to this strategy.	Low

	Unmet need: Rural and small community gaps; healthcare and employment access **Action steps:** - Map and inventory existing volunteer transportation programs (FY2028) - Seed new volunteer programs in underserved rural areas (FY2028-2029) - Recruit and train volunteer drivers (FY2029)	**Support:** HCTD and/or CTRTD **Staff:** Area Agency on Aging coordinator **Timeline:** FY2028-2029	**Cost:** Low-Medium **Funding:** FTA Section 5310; volunteer support	
CI-4	**Transit Affordability and Fare Assistance Programs** Expand fare assistance and reduced-fare programs to address affordability barriers identified for low-income households. CTRTD's 50/50 local match operating assistance for seniors and individuals with disabilities (see 7.3.10) is a parallel example of sustaining affordable service for vulnerable riders. **Unmet need:** Affordability barriers **Action steps:** - Expand sponsorship agreements beyond the existing TVC, Area Agency on Aging, City of Killeen, and Milam County models (FY2028) - Use 2-1-1 data to prioritize the identified bus fare/indigent gap (FY2028-2029) - Monitor discount program utilization (ongoing)	**Lead:** HCTD and/or CTRTD, social-service agencies **Staff:** HCTD/CTRTD/social-service coordinator **Timeline:** FY2028-2030	**Cost:** Medium **Funding:** FTA Section 5310; HHS Texas RFA; local funds	Medium

7.3.9. Capital and Infrastructure Projects for HCTD

The ten capital and infrastructure projects below were submitted directly by HCTD through the KTMPO Project Submission Packet process and are incorporated here to maintain consistency between this Plan and the KTMPO 2050 Metropolitan Transportation Plan (MTP). HCTD ranked these project from highest to lowest priority (1 being highest, 10 being lowest), reflected below (final cost estimates and KTMPO scoring remain pending TxDOT funding notices).

ID	Project	Lead Agency / Timeline	Funding Sources
CP-1	**Fleet Replacement** Replacement of aging revenue vehicles identified in HCTD's Transit Asset Management Plan / State of Good Repair analysis.	**Lead:** HCTD **Partners:** TxDOT (TDC/state contract) **Timeline:** Short-Term / Ongoing (FY2027-2031) **Priority:** HIGH – Immediate (HCTD Local Priority 1 of 10)	**Funding:** FTA Section 5339/5311; TxDOT; local match
CP-2	**Transit-Oriented Development (TOD) Facility** Development of a transit-oriented facility to support ridership growth and coordinated service near Belton.	**Lead:** HCTD **Partners:** CTRTD, TxDOT, City of Belton, Bell County, retail vendor(s) **Timeline:** Mid-Term (FY2028-2029) **Priority:** MEDIUM (HCTD Local Priority 2 of 10)	**Funding:** FTA capital funds; TxDOT; local match
CP-3	**Park and Ride** New park-and-ride facility to support regional commuting and vanpool/employment-access strategies (see FP-1, HE-2).	**Lead:** HCTD **Partners:** Cities of Copperas Cove, Killeen, Harker Heights, Belton, and Temple **Timeline:** Mid-Term (FY2028-2029) **Priority:** MEDIUM (HCTD Local Priority 3 of 10)	**Funding:** FTA capital funds; TxDOT; local match
CP-4	**Vanpools** Vanpool vehicle acquisition supporting the regional employment-access vanpool strategies (coordinates with FP-1, FP-2, HE-2, RC-3).	**Lead:** HCTD **Partners:** Enterprise Commute, regional employers, Temple Industrial Park **Timeline:** Short-Term (FY2027) **Priority:** HIGH (HCTD Local Priority 4 of 10)	**Funding:** FTA Section 5307/5310; TxDOT; local/employer match
CP-5	**Cove/VA Terminal Facility** Terminal facility improvements serving the Copperas Cove/VA corridor.	**Lead:** HCTD **Partners:** City of Copperas Cove, VA Hospital **Timeline:** Mid-Term / Long-Term (FY2029) **Priority:** MEDIUM (HCTD Local Priority 5 of 10)	**Funding:** FTA capital funds; TxDOT; local match
CP-6	**Temple Santa Fe Terminal Facility** Terminal facility improvements at the Temple Santa Fe site.	**Lead:** HCTD **Partners:** City of Temple **Timeline:** Mid-Term (FY2028-2029) **Priority:** MEDIUM (HCTD Local Priority 6 of 10)	**Funding:** FTA capital funds; TxDOT; local match
CP-7	**Bus Wash** Bus wash facility to support fleet maintenance and state-of-good-repair goals.	**Lead:** HCTD **Partners:** TxDOT (TDC/state contract) **Timeline:** Short-Term (FY2027-2028) **Priority:** HIGH (HCTD Local Priority 7 of 10)	**Funding:** FTA capital funds; TxDOT; local match
CP-8	**Fuel Tanks** Fuel storage infrastructure supporting fleet operations.	**Lead:** HCTD **Partners:** TxDOT (TDC/state contract), TCEQ **Timeline:** Short-Term (FY2027-2028)	**Funding:** FTA capital funds; TxDOT; local match

ID	Project	Lead Agency / Timeline	Funding Sources
		Priority: HIGH (HCTD Local Priority 8 of 10)	
CP-9	**Intercity Bus Program** Intercity bus service coordination and capital support under FTA Section 5311(f) (coordinates with FP-3, RC-2).	**Lead:** HCTD **Partners:** Bell, Coryell, and Milam Counties; regional intercity carriers **Timeline:** Mid-Term (FY2028-2029) **Priority:** MEDIUM (HCTD Local Priority 9 of 10)	**Funding:** FTA Section 5311(f); TxDOT; local match
CP-10	**Temple Trolley** Local circulator/trolley service in Temple.	**Lead:** HCTD; Partners: City of Temple **Timeline:** Long-Term (FY2029-2031) **Priority:** LOW (HCTD Local Priority 10 of 10)	**Funding:** FTA capital/operating funds; TxDOT; local match

7.3.10. Capital and Infrastructure Projects for CTRTD

CP-11 through CP-14 reflect CTRTD's fleet preventive maintenance, vehicle replacement, vehicle expansion, and safety/security/technology capital needs, submitted directly by CTRTD. CP-16 reflect CTRTD's independent interest, as a co-sponsor, in a Transit-Oriented Development (TOD) facility — the same physical projects listed under CP-2 in Section 7.3.9. These are listed separately here to document CTRTD's standing as an interested co-sponsor alongside HCTD.

ID	Project	Lead Agency / Timeline	Funding Sources
CP -11	**Preventive Maintenance** Funding to maintain and improve fleet condition and extend the useful life of CTRTD's current vehicles.	**Lead:** CTRTD **Partners:** None **Timeline:** Ongoing (FY2027-2031) **Priority:** HIGH	**Funding:** FTA Section 5310/5311; local match
CP -12	**Vehicle Replacement** Replacement of CTRTD's aging fleet vehicles that have exceeded state-required useful life.	**Lead:** CTRTD **Partners:** None **Timeline:** Short-Term (FY2027-2028) **Priority:** HIGH	**Funding:** FTA Section 5310/5311; TxDOT; local match
CP -13	**Vehicle Expansion** Additional vehicles to expand CTRTD's service capacity for the region's growing aging population.	**Lead:** CTRTD **Partners:** None **Timeline:** Mid-Term (FY2028-2029) **Priority:** MEDIUM	**Funding:** FTA Section 5310/5311; local match
CP -14	**Safety, Security, and Technology Capital** Capital items related to safety, security, and technology systems supporting CTRTD vehicles and facilities.	**Lead:** CTRTD **Partners:** None **Timeline:** Short-Term (FY2027-2028) **Priority:** MEDIUM	**Funding:** FTA Section 5310/5311; local match
CP-15	**Bus Wash** Bus wash facility to support fleet maintenance and state-of-good-repair goals.	**Lead:** CTRTD **Partners:** TxDOT (TDC/state contract) **Timeline:** Mid-Term (FY2028-2029) **Priority:** MEDIUM	**Funding:** FTA capital funds; TxDOT; local match

ID	Project	Lead Agency / Timeline	Funding Sources
CP-16	**Transit-Oriented Development (TOD) Facility** (same facility as CP-2; CTRTD co-sponsor interest.	**Lead:** HCTD (HOP) **Partners:** CTRTD, TxDOT, City of Belton, Bell County, retail vendor(s) **Timeline:** Mid-Term (FY2028-2029) **Priority:** MEDIUM	**Funding:** FTA capital funds; TxDOT; local match

7.4. Addressing Coordination Obstacles

As these strategies move into implementation, the lead coordination agency should anticipate and plan for common coordination obstacles. These include:

- **Regulatory or funding limitations that constrain how trips can be comingled or billed across sponsoring agencies.** SC-3 (Inter-Agency Billing and Reimbursement Policy Documentation) is the strategy built to identify and resolve these constraints, with HCTD documenting the exact reimbursement rules currently preventing inter-district trip sharing, including barriers specific to CTRTD as a cross-district partner.
- **Differing insurance and liability requirements among participating agencies.** This will be a key consideration as RC-1 (Rural NEMT to Essential Services) formalizes partnerships between Ride N' Safe and/or CTRTD and additional NEMT providers, and as RC-3 (Vanpool Program for Rural Clinics and Nonprofits) brings volunteer drivers into a leased-vehicle arrangement with HOP.
- **Perceived loss of control when purchasing service from another agency.** SC-1 (Regional Trip Brokerage Platform) and SC-2 (Provider/Vendor Opt-In Workshops) address this directly by building service-quality standards into the interlocal agreements and opt-in mechanics negotiated with providers — including CTRTD — and the platform vendor, rather than leaving quality expectations undefined.
- **Behavioral or scheduling incompatibilities among riders with differing needs.** Relevant to SC-1's trip brokerage scheduling logic and to SD-3 (ADA and First-/Last-Mile Accessibility Improvements), where accommodating riders with intellectual, developmental, or mobility-related needs on shared vehicles requires either scheduling-system parameters or manual coordination by HOP dispatch staff.
- **The need to prepare current riders for service changes during a transition to a coordinated model.** Applicable across SC-1, TM-1 (TNC Integration), and TM-2 (Integrated Trip Planning) — the latter of which explicitly integrates CTRTD service information alongside HCTD's — all of which change how riders access or book service; customer communication and transition support should be built into each rollout rather than treated as an afterthought.
- **Realistic expectations that cost savings from coordination may take time to materialize.** This applies directly to FP-1 (Three-Way Matched Regional Employment Transportation Program) and FP-3 (Coordinated Grant Pursuit) — the latter of which includes CTRTD among the participating providers pursuing coordinated grant funding — where matched funding and grant timelines mean near-term costs may precede measurable savings. HCTD leadership should set this expectation early with funders and local governments.
- **Vehicle capacity, accessibility, and availability constraints during peak periods.** Directly relevant to CP-1 (Fleet Replacement) and CP-4 (Vanpools) on the HCTD side, and to CP-12 (Vehicle Replacement) and CP-13 (Vehicle Expansion) on the CTRTD side, where state-of-good-repair gaps and fleet expansion needs both affect how much capacity is actually available to support comingled trips.
- **Differences in service policies and parameters (e.g., maximum on-board travel time) among partner agencies.** This is a specific documentation item under SC-3, and will also need

to be resolved between HCTD and CTRTD as trip brokerage under SC-1 expands across district lines.