



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 and local or county emergency preparedness web pages 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 SBDs, 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
Develop and disseminate informational materials to residents of mobile homes and other vulnerable structures to encourage repairs and other measures to make them more resistant to storm impacts, including information about financial resources that could offset the costs of such measures.	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, building on the existing local CodeRED systems.	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, partner with Convention and Visitors Bureaus and Chambers	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 & Infrastructure Program
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 Partnership)	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
<p>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.</p>	<p>High schools and middle schools, higher education institutions, Workforce Solutions of Central Texas, Chambers, major employers</p>	<p>High</p>	<p>Mid Term</p>	<p>\$</p>	<p>Texas Workforce Commission programs (Skills Development Fund), employer contributions</p>
<p>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.</p>	<p>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)</p>	<p>High</p>	<p>Long Term</p>	<p>\$\$</p>	<p>CTCOG and partner staff time with potential employer contributions / sponsorships</p>



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, partner with realtor associations/boards and home builder associations	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 KTMOPO, jurisdictions, Texas Parks and Wildlife, US Army Corp of Engineers	High	Mid Term	\$\$	KTMOPO; 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 Killieen-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 and Tax Appraisal Districts 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	\$\$	
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	\$	N/A; staff time only
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	\$	