



Development District of Central Texas

**October 3, 2024
9:30 a.m.**

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Agenda



Development District of Central Texas

Thursday, October 3, 2024

Central Texas Council of Governments Building
2180 North Main Street, Belton, Texas 76513

Regular Meeting: 9:30 AM

Virtual Link: [DDCT Meeting](#)

Call in Number: [+1 \(872\) 240-3212](#)

Access Code: [599-946-797](#)

AGENDA

1. Call to Order
2. Opportunity for Public Comment.
3. **Action Item:** Regarding approval of meeting minutes from the July 11, 2024 meeting. *(pg.6-8)*
4. **Discussion and Action Item:** Regarding approval of proposed amendments to the DDCT Bylaws. *(pgs.10-38)*
5. **Discussion and Action Item:** Regarding election of DDCT officers. *(pg.40)*
6. **Discussion Item:** Regarding presentation from the 2024 Rural Internship Program awardees. *(pgs.42-59)*
7. **Discussion Item:** Regarding 2022-2026 Comprehensive Economic Development Strategy (CEDS) Implementation. *(pgs.62-81)*
8. **Discussion Item:** Regarding updates on regional broadband initiatives. *(pg.84)*
9. **Discussion Item:** Regarding legislative updates impacting economic development. *(pg.86)*
10. Staff Update. *(pgs.88-89)*
11. Board of Director's Comments.
12. Other Business: Next meeting date Thursday, January 9, 2024 at 9:30 AM.
13. Adjourn.

The Development District of Central Texas is committed to compliance with the Americans with Disabilities Act (ADA). Reasonable accommodations and equal opportunity for effective communications will be provided upon request. Please contact the DDCT office at 254-770-2379 24 hours in advance if accommodation is needed. Citizens who desire to address the Board on any matter may sign up to do so prior to this meeting. Public comments will be received during this portion of the meeting. Comments are limited to 3 minutes maximum. No discussion or final action will be taken by the Board.

Item 3:

Meeting Minutes



Development District of Central Texas (DDCT)

Board of Directors Meeting

Thursday, July 11, 2024

9:30 AM

Regular Meeting

Central Texas Council of Governments (CTCOG)

2180 North Main Street

Belton, TX 76513

Voting Members Present:

Vice-Chair Ted Gonzalez – Central Texas College
Dean Roome – Bartlett Activity Center
Dr. Teddy Clevenger – Bartlett ISD
Cynthia Hernandez – Belton Economic
Development Corporation
Commissioner Bobby Whitson – Bell County

Ginger Watkins – Cameron Industrial Foundation*
Kayla Schraub – Mainstreet Hamilton
Chair Dexter Morris – City of Mullin*
David O'Connor – Nolanville Economic Development
Corporation*

Additional Attendees

Joe McFarland – Leon-Bosque RC&D
Dr. Walter Murphy – TAMU-Central Texas
Sean Grealy – National Fitness Campaign*
Dominic Elizondo – CTCOG

Anna Barge – CTCOG*
Anita Janke – CTCOG
Callie Tullos – CTCOG
James McGill – CTCOG
Tay Floyd – CTCOG*

**Denotes online attendee*

Meeting Minutes:

1. Call to Order: Ted Gonzalez, Vice-Chair of the Board, called the meeting to order at 9:34 a.m. A quorum was present.

2. Opportunity for Public Comment: No comments were made by the public.

3. Action Item: Regarding approval of meeting minutes from the April 18, 2024, meeting.

Dean Roome requested two changes to correct the entity he represents to Bartlett Activity Center and the one Dr. Clevenger represents to Bartlett ISD.

Cynthia Hernandez made a motion to approve the April 18, 2024, minutes as amended, seconded by Dean Roome; the motion passed unanimously.

4. Discussion and Action Item: Regarding approval of proposed amendments to DDCT Bylaws.

Dominic Elizondo reviewed the proposed changes including increasing the quorum requirement to be 50% plus one member, clarifying how proxy board members are selected, and moving the subcommittees section after the officers and staff section.

Cynthia Hernandez made a motion to table the proposed amendments to DDCT Bylaws, seconded by Kayla Schraub; the motion passed unanimously.

5. Discussion Item: Regarding present on Leon-Bosque Resource Conservation and Development Council (Leon-Bosque RC&D) services in DDCT region.

Joe McFarland, chair of the Leon-Bosque RC&D provided an overview of the services the council provides.

6. Discussion Item: Regarding presentation on progress on the Forge at A&M-Central Texas Research Park.

Dr. Walter Murphy, Associate Vice President for Research, Economic Development, and Innovation for the President's Office at Texas A&M-Central Texas presented on the current status of the Forge Research Park in Killeen as well as future plans for its operation.

7. Discussion Item: Regarding 2022-2026 Comprehensive Economic Development Strategy (CEDs) Implementation.

Dominic Elizondo read the objective and strategies below.

- Objective: Strengthen CTCOG offerings to complement municipalities' capabilities."
 - Strategy 1: Build additional capacity to assist jurisdictions with grant identification/writing/administration.
 - Strategy 2: 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.
 - Strategy 3: Create marketing materials summarizing CTCOG services, assistance, and resources available to municipalities.
 - Strategy 4: Conduct remote/hybrid meetings to increase accessibility for rural communities.
 - Strategy 5: Provide technical support as needed to communities on subjects of planning, transportation, legal, etc.
 - Strategy 6: Perform a "circuit rider" function, checking in with smaller/rural communities in particular to ensure functioning relationships with Tax Appraisal Districts, 9-1-1 system effectiveness, etc.

Dominic Elizondo opened discussion for the strategies. There were the following comments:

Cynthia Hernandez would like DDCT staff to reach out to rural communities beyond email to help engage better with communities. She liked the circuit rider strategy and would like staff to perform that function or attend a city council meeting and introduce themselves during the public comment period. Dr. Clevenger brought up concerns about water capacity, drainage, and electrical utility issues with building schools. Dominic Elizondo and Anna Barge provided ideas for funding.

8. Discussion Item: Regarding Updates on Regional Broadband Initiatives.

Anna Barge discussed had updates from the Texas Broadband Development Office including:

- Central Texas Regional Working Group.
- Local Government Roundtable, 1st Thursday of the month
- The BDO requires agencies to acquire a Tier E license if the agency wants to challenge broadband coverage maps.
- The BOD applied to the State Digital Equity Capacity Grant Program on May 28th. Texas was allocated \$55.6 million to implement digital opportunity initiatives identified in the Texas Digital Opportunity Plan.

9. Discussion Item: Regarding Federal and State Legislative Updates Pertaining to Economic Development.

Anna Barge noted that there are not a lot of legislative updates due to the Texas Legislature being inactive at this time. She provided an update from the Governor's office about the results of an economic study that reviewed the economic impacts of military installations on the Texas economy. Fort Cavazos' impact includes 59,695 direct employment and 173,730 of total employment. The output is over \$39 billion and disposable personal income is over \$10 billion. Anna Barge also gave an update on the Senate Natural Resources Committee discussion on the Hotel Occupancy Tax (HOT) and appropriate uses.

10. Staff Update:

Dominic Elizondo gave an update about CTCOG activities including the Leadership Central Texas, Newly Elected Officials Class, and Central Texas Entrepreneurial Summit.

Mr. Elizondo also provided economic updates for Q1 2024, noting that the unemployment rate went up slightly to 4.85% and the labor force participation rate decreased to 56.9%.

11. Board of Director Comments:

Commissioner Bobby Whitson provided an update on the new tax base coming to Bell County from the solar farms and their impact on the county.

12. Discuss agenda items for the next meeting on Thursday, October 11, 2024, at 9:30 AM.

13. Adjourn: The meeting adjourned at 11:01 AM.

Dexter Morris, DDCT Chair

Uryan Nelson, CTCOG Planning Director

Item 4:

**Approval of Bylaws
Amendments**

DDCT Bylaws Amendments

The proposed revisions to the Bylaws include:

Article	Proposed Changes
I: Organization	Move DDCT purpose to Article II
II: Purposes and Objectives	Clarify work on CEDS
III: Powers and Duties of the District	Remove section 1.f and 3. CFR citation for EDA regulation of districts.
IV: Membership	Insert description of eligible board members and requirements for joining from Article V. Clarify board member terms and requirements for renewal. Add Proxy Voting section from Article VI and clarify requirements for selecting proxy. Require written notice for all requests to join or leave board. Remove section 5.
V: Representation Issues	Add in CFR reference for EDA regulation for District membership and section for anti-discrimination policy.
VI: Meetings of the Development District	Add in section 3 on OMA compliance and public hearings. Change quorum requirement to 50%+1 of the board and require cameras to be on to count towards quorum. Update attendance policy. Add in section 1 from Article VII.
VII: Officers and Staff	Remove sections 2 and clarify majority vote requirement for removal of board officer prior to term ending. Simplified Officer descriptions and removed Secretary/Treasurer position and replaced with staff section.
VIII: Parliamentary Authority	Changed "advisory group" to "District."
IX: Finance	Update section 6 to reflect staff management of budget and Board's in-kind match duties. Update section 7 to reflect staff maintenance of digital copies of financial documents.
X: Adoption and Amendment	Clarify majority vote requirement for approval of Bylaws and changes to Bylaws.
XI: Subcommittees	Remove; already covered in Article III.
XII: Adoption and Revision Date	Add in adoption date, update Chairman, and remove Vice-Chair and Secretary signature lines.

The revised Bylaws are attached in the meeting packet for the board's approval. If desired, members of the Board may form a review group for future revisions to the bylaws or allow staff to continue to propose changes for board discussion.

Action Needed: Consider approval of amendments to DDCT Bylaws.



Development District of Central Texas Bylaws

Principles and Policies

1. The Representatives of local governments (or stakeholder groups) in the Central Texas Area join together in a voluntary organization to be known as the Central Texas Council of Governments (or its Advisory Groups), for the purpose of meeting at regular intervals to discuss problems and needs which require action on an area-wide or regional basis, to develop plans, policies (if authorized), and recommendations for action and implementation by local member governments and other appropriate levels of government within the region.
2. Counties, Cities and School Districts are the principal units of local government in the region. As such, they have the responsibility of planning for and meeting the local governmental needs which future development will produce, including the need for joint and coordinated area-wide service.
3. Sound and workable policies and programs for meeting and solving the area-wide problems of local governments will be most effective and ultimately carried out through regular meetings of the local governmental units (or stakeholder groups) in an area-wide voluntary council dedicated to the solution of these problems.
4. The Council (or its Advisory Groups) is a voluntary organization whereby individual governmental units (or stakeholder groups) can work together in coordination of their efforts in planning and guiding the needs of a progressive society.

Definitions:

The following terms are defined for use within this document.

Bylaws – The governing rules and articles adopted and amended by the membership.

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Council – This term refers to the Council of Governments, specifically the Central Texas Council of Governments in this case.

CTCOG – This is the official abbreviation for The Central Texas Council of Governments.

DDCT- This is the official abbreviation for the Development District of Central Texas.

Executive Committee – The Governing Body of the Council.

EDA – Economic Development Administration.

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Article I: Organization

The name of this organization is the Development District of Central Texas.

The State of Texas designated the Central Texas Council of Governments as the fiduciary and administrative agent for this District. The creation of the Development District is authorized by the Central Texas Council of Governments under 13 CFR Part 304, Subsection 2.

The District shall initially serve the following Texas counties: Bell, Coryell, Hamilton, Lampasas, Milam, Mills, and San Saba.

~~District~~The Advisory Group membership is made up of economic development stakeholders ~~who comprise the DDCT~~ as defined in Article IV. The Executive Committee is the Governing Body of the Central Texas Council of Governments (CTCOG) and is responsible for the general policies and programs of the Council and the control of its funds.

~~The DDCT is staffed by the CTCOG Planning and Regional Services Division and was created to address economic development issues and related legislation such as that enacted under the Economic Development Administration.~~

Article II: Purposes and Objectives

~~The DDCT was created to address economic development issues by coordinating and implementing its~~

~~Comprehensive Economic Development Strategy (CEDS), and providing technical assistance to the~~

~~DDCT Bylaws~~

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Central Texas region.

1. The objectives of the DDCT shall be to encourage and permit economic development stakeholders to cooperate with one another and with representatives of major economic interest, citizen groups, and other interested agencies to improve the health, safety, and general welfare of their citizens and to plan for the future development of the Region.
2. The purposes of the Development District of Central Texas are to:
 - a. Promote economic growth in the Texas State Planning Region 23;
 - b. Increase employment opportunities for unemployed and underemployed persons;
 - c. Assist and coordinate economic development planning efforts of state and local governments and local economic development organizations in the region;
 - d. Coordinate economic development planning with transportation planning, community development programs, job training programs, and other programs and activities that might stimulate the region's economic betterment;
 - e. Implement an economic development technical assistance program that includes workshops, assistance in implementing economic development programs, and assistance to local organizations in applying for grants for economic development purposes;
 - f. Develop, ~~and maintain~~, and implement a regional Comprehensive Economic Development Strategy (CEDS), which builds upon local governments' economic development~~county~~ goals and objectives;
 - g. Conduct other activities supporting the region's economic development goals and objectives.

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Article III: Powers and Duties of the District

1. In order to accomplish its objectives and purposes, the District shall perform the following functions:

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- a. Exercise the rights and powers granted the District pursuant to the Texas Non-Profit Corporation Act;
- b. Adopt the Bylaws of the District and amendments to the Bylaws;
- c. Elect District Officers;
- d. Establish procedures and take necessary actions to assure compliance with all applicable civil rights laws and regulations;

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- e. Establish procedures and take necessary actions to assure implementation of an effective economic development program and compliance with all applicable requirements and regulations of the EDA;

~~— Adopt an annual budget.~~

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3-2. In addition to the above functions, the District has the power to:

- a. Enter into contracts;
- b. Receive and expend funds from federal, state, and local governmental or private sources;
- c. Establish such subcommittees as it deems necessary to conduct its work and determine the duties of such subcommittees upon their establishment;
- d. Authorize a program of technical assistance to the District Service Area, including, but not limited to workshops and seminars, and information and assistance regarding state and federal economic development grants and loans;
- e. Coordinate the District's activities with local governments and economic development agencies.

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~~4. The corporate powers, business, and property of the Board shall be exercised, conducted and controlled by the Board. The Board shall serve as the policy making body of the District.~~

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~~— Organization~~

~~— Contracts~~

~~— Subcommittee~~

~~— Civil Rights~~

~~— Comprehensive Economic Development Strategy~~

~~— Technical Assistance~~

~~— Coordination and Implementation~~

12-3. Authority

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- a. The District shall be established and shall function within the rules, regulations, and guidelines of Economic Development Administration of the U.S. Department of Commerce and the laws of the State of Texas (~~13 CFR 3.304~~), ~~Federal Register/Vol. 79~~
~~No. 244 Rules and Regulations~~

Article IV: Membership

~~The District Organization must demonstrate that its governing body is broadly representative of the principal economic interests of the Region; eligible members of the board can include:~~

~~1.~~

- ~~a. Representatives of the private sector;~~
- ~~b. Public officials;~~
- ~~c. Community leaders;~~
- ~~d. Representatives of workforce development boards;~~
- ~~e. Institutions of higher education;~~
- ~~f. Minority and labor groups; and~~
- ~~g. Private individuals.~~

~~2. Individuals who qualify under the above requirements and who wish to become board members must present a written letter of support or recommendation from an elected official(s) within the DDCT region.~~

~~3.~~ All members shall be subject to ratification at a CTCOG Executive Committee meeting.

~~4. Terms for board members are three years from the month of ratification of member by District. Terms are aligned with the three year length of each EDA Partnership Planning grant which funds the District. Each member~~~~Director~~ ~~shall serve for his or her term in office and until his or her successor shall have~~~~has~~ ~~been duly appointed. Directors are eligible for re-appointment without limitation, so long as they continue to meet the qualification~~~~s~~ ~~of the category they represent and resubmit a written letter of support or recommendation from an elected official at the end of~~

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their term.

~~2.5.~~ A board member must notify DDCT staff in writing of his or her selection of an individual to serve as a proxy for future meetings. Proxy voting is allowed.

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~~3.6.~~ Vacancies on the Board may be filled in the same manner as initial appointments. If an appointment is made to fill a vacancy on the Board, the successor ~~m~~Member shall serve for the remaining unexpired term of his or her predecessor.

~~4.7.~~ Each member may resign at any time upon written notice to the Chairman ~~or Secretary~~ of the District. Unless otherwise specified in the notice, the resignation shall take effect upon the receipt thereof, ~~and the acceptance of such recognition shall not be necessary to make it effective.~~

~~5.~~ The Board shall provide admittance to meetings by persons who are not members of either the Central Texas Council of Governments or the District to enable such persons to make their views concerning ongoing and proposed activities in the District's Service Area, in compliance with section 303.4 1 (f) of Part 303 of the EDA regulations.

Article V: Representation Issues

~~1.~~ The District Organization must demonstrate that its governing body is broadly representative of the principal economic interests of the Region, including the private sector, public officials, community leaders, and representatives of workforce development board, institutions of higher education, minority and labor groups and private individuals. Board members who qualify under the above requirements and who wish to become board members must present a letter, or letters of Support or recommendation from an elected official(s) from their county within the DDCT. New members will be voting members after recommendation letter to the DDCT Board of Members has been received and conditions are met. New members will then be ratified by the

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1. CTCOG Executive Committee at the next appropriate meeting. It is a desirable goal that the DDCT Board be comprised of at least a minimum of one member from each of the seven (7) regional counties within the CTCOG/DDCT region; however, membership should also represent our rural communities adequately. In addition, the governing body must demonstrate the capacity to implement the EDA-approved CEDS.

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2. The business and affairs of the District shall be exercised, controlled and supervised by its Board of Members. The Board shall be comprised of the necessary representatives so as to comply with the Economic Development Administration's Rules and Regulations as outlined in the 13 CFR 3.304.2: Federal Register/ Vol 79, No. 244 page 76131 paragraph 304.2 "District Organizations: Formation, organizational requirements and operations."

2.3. There shall be no discrimination in any respect in selection of members or any activity of the District due to gender, age, race, religion, disability, or political creed.

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Article VI: Meetings of the Development District

1. Regular Meeting

a. The District Organization must hold meetings open to the public at least twice a year.

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2. Special Meetings

a. Special meetings may be called by the Board Chairman, District Staff, or upon the request of at least three (3) members of the Board. All requirements for notice, quorum, and other rules governing regular meetings shall apply to special meetings.

3. Public Meetings

a. The DDCT shall comply with the Texas Open Meetings Act.

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b. All meetings are open to the public and there will be a public comment period held at the beginning of each meeting.

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3.4. Notice

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- a. The Board shall publish the date and agenda of such meetings sufficiently in advance (no later than 72 hours prior to the meeting) to allow the public a reasonable time to prepare in order to participate effectively. Board members shall receive notification of date, hour and location of meeting at least seven (7) days prior to the meeting.

4-5. Quorum

- a. At any meeting of the Board, 50% plus one~~one-third (1/3)~~ of the sitting Members being present in person and entitled to vote at such meeting shall constitute a quorum for all purposes except where it is otherwise provided by law or by these Bylaws.

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5. Proxies

~~All voting by the Members shall be in person at a meeting called pursuant to these Bylaws. Proxy voting is allowed.~~

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7-6. Attendance and Removal of Board Members

- a. Failure to physically or via video conference attend **three** (3) consecutive meetings of the Board without prior notice to staff or the attendance of a proxy shall constitute a resignation from the Board.

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8-7. Video Conference.

- a. Any board member or Officer may videoconference in and are considered "present" and are counted toward the making of a quorum if their camera is on and the member is visible on screen. They may also discuss and vote on any item so brought before the board.
- b. It is the purpose of this bylaw revision to make the board meeting(s) accessible to a board member who may be physically unable to attend the meeting.

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8. Manner of Acting

~~b.a. The affirmative vote of a majority of the members at a meeting with a quorum present shall constitute an act of the Board.~~

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Article VII: Officers & Staff

The Officers of the District shall consist of a Chairman and, a Vice-Chairman, ~~and a Secretary/Treasurer~~. These officers shall be elected by the Board. The Board may from time to time grant certain officers the right to act on behalf of the district and at all times the Chairman and Vice-Chairman are each authorized to execute and deliver agreements and other instruments on behalf of the District.

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~~The Chairman of the Board, or in his/her absence, the Vice-Chairman of the Board, or in his/her absence, a chairperson chosen by the Members present, shall preside at each meeting of the Board.~~

3. Manner of Acting

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~~The affirmative vote of a majority of the members presents at a meeting at which a quorum is present shall be the act of the Board except for Article VI Section 4 herein in accordance with the Texas Open Meetings Act, except as specially exempted by these bylaws.~~

5. Subordinate Officers and Employees

~~The Board may appoint and remove such other officers and their employees, as it may deem necessary, who shall have authority and shall perform such duties, as from time to time may be prescribed by the Board.~~

7.1. Tenure of Office and Removal

- a. The tenure of office of the Board shall be one year. Any officer may not succeed himself/herself more than once. Any officer, at any time, may be removed prior to the expiration of his/her term by affirmative vote of a majority one third (1/3) of the Members present, at a meeting duly called and held where a quorum is present.

8.2. The Chairman

- a. The Chairman shall preside at all meetings of the district, ~~and at all meetings of the Members at which he/she is present. He/She shall see that all orders and resolution of the Board are carried to effect.~~

9.3. Vice-Chairman

- a. The Vice-Chairman shall assume the duties of the Chairman, during his or her the absence.
- ~~a.b. In the event of the Vice-Chairman's absence the board will nominate a member to preside over the meeting, of the Chairman, or in the case of his/her inability to act, be vested with powers and shall perform the duties of the Chairman. The Vice-Chairman shall also perform such other duties and exercise such other powers, as may from time to time be imposed upon or vested in him/her by resolution of the board.~~

10.4. Staffecretary/Treasurer

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- a. ~~District staff~~~~The Secretary~~ shall attend all meetings of the Board. ~~Staff shall~~~~He/She shall~~ assure that official records of the Board shall be maintained and give notice of all meetings as required by these bylaws.
- b. ~~Staff~~~~The Secretary/Treasurer~~ shall be responsible for reporting to the Board concerning the financial affairs of the District.
- c. Staff will be tasked with coordinating the implementation of the CEDS under the strategic guidance of the Board.
- ~~a.d.~~ ~~Staff~~~~He/She~~ shall perform such other duties as may from time to time be prescribed by the Board.

Article ~~VIII~~~~VIII~~: Parliamentary Authority

- ~~1.~~ ~~1.~~ Robert's Rules of Order, Newly Revised, shall be the parliamentary authority for all matters not
- ~~2.~~ covered by the Bylaws or any specific rules of procedure adopted by the ~~District~~~~Advisory Group~~.
- 1.

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Article ~~IX~~X: Finance

1. Limitation of Liability

- a. Any debt, liability, or obligation of the District shall be of the District only, and not any entity participation in the District.

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2. Indemnification

- a. The District may indemnify any current or former Member, officer, agent, employee, or similar functionary of the District against judgments, penalties, fines, settlements, and reasonable expenses actually incurred by such person as provided in Article 1396-2.22A of Vernon's Annotated Texas Statutes, as amended.

3. Contributions

- a. The Board may accept on behalf of the District any contribution, gift, bequest, or device for any purpose of the District.

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4. Dissolution

- a. The District's Board may dissolve the District in accordance with the provisions set forth in the Articles of Incorporation and the Texas Non-profit Corporation Act.

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5. Fiscal Year

- a. The Fiscal year of the District shall begin on the 1st day of January and end on the 31st day of December each calendar year.

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6. Budget

- a. ~~The District's Board shall adopt the annual budget is prepared by staff and approved by the CTCOG Executive Director in the EDA Partnership Planning grant application as established by the CTCOG submitted every three years. under the guidance of the federal and/or state funding agency(ies) for the operation of the District prior to each fiscal year.~~
The Board shall ensure that ~~the budget's~~ in-kind ~~matching funds~~ will be provided

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~~through time spent each quarter in economic development meetings and activities for state and/or federal grants.~~

7. ~~Books and~~ Records

- a. The ~~D~~district shall keep digital ~~correct and complete books and records of all progress and financial reporting for funding as well as budgets, budget amendments, and grant applications in CTCOG Planning Division's shared drive under the appropriate folders~~accounts and shall keep minutes of the proceeding of the meetings of its Board and subcommittees.

8. Non-Profit Status

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- a. The District is a non-profit corporation. It shall be organized and operated exclusively for non-profit purposes. No part of its net earnings shall inure to the benefit of any officer, member, member, or private individual, nor shall it ever declare or make to any such persons any dividend or other distribution.

9. Reasonable Compensation

- a. Nothing herein shall prevent the payment of reasonable compensation for services rendered or the reimbursement of reasonable expenses incurred in connection with the District's affairs.

10. Political Activities Prohibited

- a. The District shall not attempt to influence legislation nor shall it participate or intervene in any political campaign on behalf of any candidate for public office.

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Article X: Adoption and Amendment

The Board may amend or repeal these bylaws or adopt new bylaws not inconsistent with the Articles of Incorporation or laws of this state, upon an affirmative vote of ~~a majority one-third (1/3)~~ of the Members, at meetings duly called and held at which a quorum is present. Proposed amendments for initial consideration must be forwarded to each Member at least ten (10) day in advance of a Board meeting.

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Article XI: Sub Committees

~~It is the intent of this Advisory Group that the DDCT, shall when advisable, seek the advice and cooperation of interested citizen groups in the formulation of recommendations and to establish the priority of projects for consideration.~~
~~The DDCT may establish sub committees as necessary to effectively carry out the business of the DDCT planning grant.~~

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Article XII: Adoption and Revision Date

ATTEST:

The Bylaws of the Development District of Central Texas were accepted and passed by the Board Members on the 8th day of May, 2002, and are hereby revised on this 30rd day of October, 2024. These bylaws were also approved by the CTCOG Executive Committee on.

Dexter Morris~~Ginger Watkins~~, Chairman Uryan Nelson
Director of Planning and Regional Services
CTCOG

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Cynthia Hernandez Vice-Chairman

Bobby Whitson Secretary/Treasurer

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Uryan Nelson
CTCOG Director of Planning and Regional Services

DDCT Bylaws
Last Revised: October 3, 2024



Development District of Central Texas Bylaws

Principles and Policies

1. The Representatives of local governments (or stakeholder groups) in the Central Texas Area join together in a voluntary organization to be known as the Central Texas Council of Governments (or its Advisory Groups), for the purpose of meeting at regular intervals to discuss problems and needs which require action on an area-wide or regional basis, to develop plans, policies (if authorized), and recommendations for action and implementation by local member governments and other appropriate levels of government within the region.
2. Counties, Cities and School Districts are the principal units of local government in the region. As such, they have the responsibility of planning for and meeting the local governmental needs which future development will produce, including the need for joint and coordinated area-wide service.
3. Sound and workable policies and programs for meeting and solving the area-wide problems of local governments will be most effective and ultimately carried out through regular meetings of the local governmental units (or stakeholder groups) in an area-wide voluntary council dedicated to the solution of these problems.
4. The Council (or its Advisory Groups) is a voluntary organization whereby individual governmental units (or stakeholder groups) can work together in coordination of their efforts in planning and guiding the needs of a progressive society.

Definitions:

The following terms are defined for use within this document.

Bylaws – The governing rules and articles adopted and amended by the membership.

Council – This term refers to the Council of Governments, specifically the Central Texas Council of Governments in this case.

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CTCOG – This is the official abbreviation for The Central Texas Council of Governments.

DDCT- This is the official abbreviation for the Development District of Central Texas.

Executive Committee – The Governing Body of the Council.

EDA – Economic Development Administration.

Article I: Organization

The name of this organization is the Development District of Central Texas.

The State of Texas designated the Central Texas Council of Governments as the fiduciary and administrative agent for this District. The creation of the Development District is authorized by the Central Texas Council of Governments under 13 CFR Part 304, Subsection 2.

The District shall initially serve the following Texas counties: Bell, Coryell, Hamilton, Lampasas, Milam, Mills, and San Saba.

District membership is made up of economic development stakeholders as defined in Article IV. The Executive Committee is the Governing Body of the Central Texas Council of Governments (CTCOG) and is responsible for the general policies and programs of the Council and the control of its funds.

Article II: Purposes and Objectives

The DDCT was created to address economic development issues by coordinating and implementing its Comprehensive Economic Development Strategy (CEDS) and providing technical assistance to the Central Texas region.

1. The objective of the DDCT shall be to encourage and permit economic development stakeholders to cooperate with one another and with representatives of major economic interest, citizen groups, and other interested agencies to improve the health, safety, and general welfare of their citizens and to plan for the future development of the Region.

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2. The purposes of the Development District of Central Texas are to:
 - a. Promote economic growth in the Texas State Planning Region 23;
 - b. Increase employment opportunities for unemployed and underemployed persons;
 - c. Assist and coordinate economic development planning efforts of state and local governments and local economic development organizations in the region;
 - d. Coordinate economic development planning with transportation planning, community development programs, job training programs, and other programs and activities that might stimulate the region's economic betterment;
 - e. Implement an economic development technical assistance program that includes workshops, assistance in implementing economic development programs, and assistance to local organizations in applying for grants for economic development purposes;
 - f. Develop, maintain, and implement a regional Comprehensive Economic Development Strategy (CEDS), which builds upon local governments' economic development goals and objectives;
 - g. Conduct other activities supporting the region's economic development goals and objectives.

Article III: Powers and Duties of the District

1. In order to accomplish its objectives and purposes, the District shall perform the following functions:
 - a. Exercise the rights and powers granted the District pursuant to the Texas Non-Profit Corporation Act;
 - b. Adopt the Bylaws of the District and amendments to the Bylaws;
 - c. Elect District Officers;
 - d. Establish procedures and take necessary actions to assure compliance with all applicable

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civil rights laws and regulations;

- e. Establish procedures and take necessary actions to assure implementation of an effective economic development program and compliance with all applicable requirements and regulations of the EDA;

2. In addition to the above functions, the District has the power to:

- a. Enter into contracts;
- b. Receive and expend funds from federal, state, and local governmental or private sources;
- c. Establish such subcommittees as it deems necessary to conduct its work and determine the duties of such subcommittees upon their establishment;
- d. Authorize a program of technical assistance to the District Service Area, including, but not limited to workshops and seminars, and information and assistance regarding state and federal economic development grants and loans;
- e. Coordinate the District's activities with local governments and economic development agencies.

3. Authority

- a. The District shall be established and shall function within the rules, regulations, and guidelines of Economic Development Administration of the U.S. Department of Commerce and the laws of the State of Texas (13 CFR 3.304).

Article IV: Membership

- 1. The District Organization must demonstrate that its governing body is broadly representative of the principal economic interests of the Region; eligible members of the board can include:
 - a. Representatives of the private sector;
 - b. Public officials;
 - c. Community leaders;

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- d. Representatives of workforce development boards;
 - e. Institutions of higher education;
 - f. Minority and labor groups; and
 - g. Private individuals.
2. Individuals who qualify under the above requirements and who wish to become board members must present a written letter of support or recommendation from an elected official(s) within the DDCT region.
 3. All members shall be subject to ratification at a CTCOG Executive Committee meeting.
 4. Terms for board members are three years from the month of ratification of member by District. Terms are aligned with the three year length of each EDA Partnership Planning grant which funds the District. Each member shall serve for his or her term in office and until his or her successor has been duly appointed. Directors are eligible for re-appointment without limitation, so long as they continue to meet the qualifications of the category they represent and resubmit a written letter of support or recommendation from an elected official at the end of their term.
 5. A board member must notify DDCT staff in writing of his or her selection of an individual to serve as a proxy for future meetings. Proxy voting is allowed.
 6. Vacancies on the Board may be filled in the same manner as initial appointments. If an appointment is made to fill a vacancy on the Board, the successor member shall serve for the remaining unexpired term of his or her predecessor.
 7. Each member may resign at any time upon written notice to the Chairman of the District. Unless otherwise specified in the notice, the resignation shall take effect upon the receipt thereof.

Article V: Representation Issues

1. It is a desirable goal that the DDCT Board be comprised of at least a minimum of one member from each of the seven (7) regional counties within the CTCOG/DDCT region; however, membership should also represent our rural communities adequately. In addition, the governing body must demonstrate the capacity to implement the EDA-approved CEDS.

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2. The business and affairs of the District shall be exercised, controlled and supervised by its Board of Members. The Board shall be comprised of the necessary representatives so as to comply with the Economic Development Administration's Rules and Regulations as outlined in the 13 CFR 3.304.2:
3. There shall be no discrimination in any respect in selection of members or any activity of the District due to gender, age, race, religion, disability, or political creed.

Article VI: Meetings of the Development District

1. Regular Meeting
 - a. The District Organization must hold meetings open to the public at least twice a year.
2. Special Meetings
 - a. Special meetings may be called by the Board Chairman, District Staff, or upon the request of at least three (3) members of the Board. All requirements for notice, quorum, and other rules governing regular meetings shall apply to special meetings.
3. Public Meetings
 - a. The DDCT shall comply with the Texas Open Meetings Act.
 - b. All meetings are open to the public and there will be a public comment period held at the beginning of each meeting.
4. Notice
 - a. The Board shall publish the date and agenda of such meetings sufficiently in advance (no later than 72 hours prior to the meeting) to allow the public a reasonable time to prepare in order to participate effectively. Board members shall receive notification of date, hour and location of meeting at least seven (7) days prior to the meeting.
5. Quorum
 - a. At any meeting of the Board, 50% plus one of the sitting Members being present in person

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and entitled to vote at such meeting shall constitute a quorum for all purposes except where it is otherwise provided by law or by these Bylaws.

6. Attendance and Removal of Board Members

- a. Failure to physically or via video conference attend **three** (3) consecutive meetings of the Board without prior notice to staff or the attendance of a proxy shall constitute a resignation from the Board.

7. Video Conference.

- a. Any board member or Officer may videoconference in and are considered "present" and are counted toward the making of a quorum if their camera is on and the member is visible on screen. They may also discuss and vote on any item so brought before the board.
- b. It is the purpose of this bylaw revision to make the board meeting(s) accessible to a board member who may be physically unable to attend the meeting.

8. Manner of Acting

- a. The affirmative vote of a majority of the members at a meeting with a quorum present shall constitute an act of the Board.

Article VII: Officers & Staff

1. The Officers of the District shall consist of a Chairman and a Vice-Chairman. These officers shall be elected by the Board. The Board may from time to time grant certain officers the right to act on behalf of the district and at all times the Chairman and Vice-Chairman are each authorized to execute and deliver agreements and other instruments on behalf of the District. Tenure of Office and Removal

- a. The tenure of office of the Board shall be one year. Any officer may not succeed himself/herself more than once. Any officer, at any time, may be removed prior to the expiration of his/her term by affirmative vote of a majority of the Members present, at a meeting duly called and held where a quorum is present.

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2. The Chairman

- a. The Chairman shall preside at all meetings of the district.

3. Vice-Chairman

- a. The Vice-Chairman shall assume the duties of the Chairman his or her absence.
- b. In the event of the Vice-Chairman's absence the board will nominate a member to preside over the meeting.

4. Staff

- a. District staff shall attend all meetings of the Board. Staff shall assure that official records of the Board shall be maintained and give notice of all meetings as required by these bylaws.
- b. Staff shall be responsible for reporting to the Board concerning the financial affairs of the District.
- c. Staff will be tasked with coordinating the implementation of the CEDS under the strategic guidance of the Board.
- d. Staff shall perform such other duties as may from time to time be prescribed by the Board.

Article VIII: Parliamentary Authority

- 1. Robert's Rules of Order, Newly Revised, shall be the parliamentary authority for all matters not covered by the Bylaws or any specific rules of procedure adopted by the District.

Article IX: Finance

1. Limitation of Liability

- a. Any debt, liability, or obligation of the District shall be of the District only, and not any entity participation in the District.

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2. Indemnification

- a. The District may indemnify any current or former Member, officer, agent, employee, or similar functionary of the District against judgments, penalties, fines, settlements, and reasonable expenses actually incurred by such person as provided in Article 1396-2.22A of Vernon's Annotated Texas Statutes, as amended.

3. Contributions

- a. The Board may accept on behalf of the District any contribution, gift, bequest, or device for any purpose of the District.

4. Dissolution

- a. The District's Board may dissolve the District in accordance with the provisions set forth in the Articles of Incorporation and the Texas Non-profit Corporation Act.

5. Fiscal Year

- a. The Fiscal year of the District shall begin on the 1st day of January and end on the 31st day of December each calendar year.

6. Budget

- a. The annual budget is prepared by staff and approved by the CTCOG Executive Director in the EDA Partnership Planning grant application submitted every three years. The Board shall ensure that the budget's in-kind match will be provided through time spent each quarter in economic development meetings and activities.

7. Records

- a. The District shall keep digital records of all progress and financial reporting for funding as well as budgets, budget amendments, and grant applications in CTCOG Planning Division's shared drive under the appropriate folders.

8. Non-Profit Status

- a. The District is a non-profit corporation. It shall be organized and operated exclusively for

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non-profit purposes. No part of its net earnings shall insure to the benefit of any officer, member, member, or private individual, nor shall it ever declare or make to any such persons any dividend or other distribution.

9. Reasonable Compensation

- a. Nothing herein shall prevent the payment of reasonable compensation for services rendered or the reimbursement of reasonable expenses incurred in connection with the District's affairs.

10. Political Activities Prohibited

- a. The District shall not attempt to influence legislation nor shall it participate or intervene in any political campaign on behalf of any candidate for public office.

Article X: Adoption and Amendment

The Board may amend or repeal these bylaws or adopt new bylaws not inconsistent with the Articles of Incorporation or laws of this state, upon an affirmative vote of a majority of the Members, at meetings duly called and held at which a quorum is present. Proposed amendments for initial consideration must be forwarded to each Member at least ten (10) day in advance of a Board meeting.



Article XII: Adoption and Revision Date

ATTEST:

The Bylaws of the Development District of Central Texas were accepted and passed by the Board Members on the 8th day of May, 2002, and are hereby revised on this 3rd day of October, 2024. These bylaws were also approved by the CTCOG Executive Committee on _____.

Dexter Morris, Chairman

Uryan Nelson
Director of Planning and Regional Services
CTCOG

DDCT Bylaws
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Item 5:
Election of Board Officers

Election of Board Officers

The DDCT Bylaws stipulate that elections for officers are to be held at every October Board meeting. The Board Chair and Vice-Chair are eligible for two one-year terms. Currently both Chair Dexter Morris and Vice Chair Ted Gonzalez are able to be re-elected for a second term. All other Board members are also eligible to be nominated as officers.

The Chairman

The Chairman shall preside at all meetings of the district and at all meetings of the Members at which he/she is present. He/She shall see that all orders and resolutions of the Board are carried to effect.

Vice-Chairman

The Vice-Chairman shall, during the absence of the Chairman, or in the case of his/her inability to act, be vested with powers and shall perform the duties of the Chairman. The Vice-Chairman shall also perform such other duties and exercise such other powers, as may from time to time be imposed upon or vested in him/her by resolution of the board.

Action Needed: Nomination and Approval of Board Chair and Vice-Chair.

Item 6:

**2024 Rural Internship
Program Awardees
Presentations**

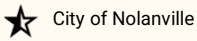
2024 Rural Internship Program Awardees Presentations

In 2024 our Rural Internship Program participants were the Kay Theater in Rockdale, Hamilton EDC, Nolanville EDC, and the Lampasas Chamber of Commerce.

Organization	Intern Hours	Reason for Intern
Kay Theatre (Rockdale)	10-15 hours/week	Collaboration with board for development and promotion of programming for Rockdale's 12 day 150 th birthday celebration, creation of Youth Advisory Committee, and staffing and operations of theatre during events.
Hamilton EDC	2 hours/day, 10 hours/week	Social media campaigns, marketing, promotion, research, and event planning.
Nolanville EDC	9 hours week, M-W-Fri weekly	Marketing and community outreach for new Nolanville SMART Museum, learning and encouraging use of AI and VR technologies for students, participating in set up of museum including marketing, admissions, and special events.
Lampasas Chamber of Commerce	20 hours/week, five weeks	Research and design marketing materials for Texas Tourism Friendly Community designation portfolio, distribute marketing materials to media centers, assist with event set up.

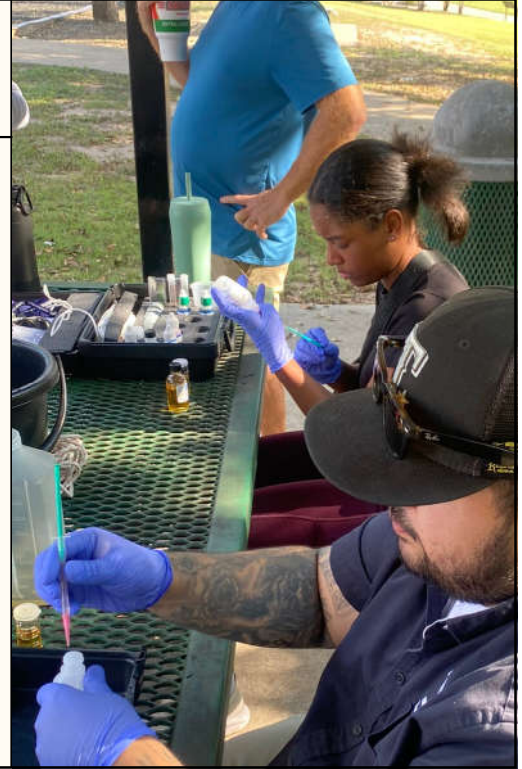
Representatives from these organizations will speak on their interns' accomplishments.

Action Needed: No action needed; for discussion only.



CTCOG Rural Internship Summer 2024 Overview

By: Valencia Ramirez



1



About our Summer Intern

- Is currently in her sophomore year of High School
- Is actively involved in JROTC & Volleyball
- Wants to serve in the military
- Primary interest is in computer technology

2



Meetings

Provided input in staff meetings about the SMART Museum progress and future plans.

Classes

Helped to facilitate our EGaming League & Space Camp. Learned how to sample water for the watershed and how to tend to a hydroponics garden.



3

Web Pages

Helped to create 3 interactive webpages for the Smart Museum



Grants

Tasked with finding grants that the SMART Museum could apply for that would help to fund daily operations, exhibits, and staff.

4



Internship *Feedback*

5

Overall Feedback

Enjoyed the Hands on Experience, Challenges,
Ability to ask Questions and Receive Answers, &
the Friendly Environment.

Also liked "Having a supervisor that adjusted to
my learning style so that I could better
understand and that provided constructive
feedback on tasks was amazing"

6

Self Feedback

"I think for the first time working in this type of environment, I learned a lot and had a great experience. I was able to work with different activities and people, gaining some more knowledge from their own experience. There's things I learned that I can use to better myself in time and practice."



Rural Internship Program Report Form

Economic Development Organization: Nolanville Economic Development Organization

Intern Name: Aaliyah Johnson

Date: 8/23/24

Hours Worked: 69.5

List of Activities Completed:

- Find and record grants for programming & staff training that targets the SMART Museum mission.
- Inventory supplies at the SMART Museum
- Create interactive websites for at least 2 exhibits at the SMART Museum
- Attend & provide feedback at SMART Museum Task Force Meetings
- Shadow various positions at City Hall
- Learn about the Nolan Creek Watershed Position and do field work
- Assist in summer camps for youth.
- Learn about Hydroponics and how to perform tasks related to Hydroponics
- Assist in the EGaming League practices and game days.

Intern Experience Gained or Lessons Learned:

- Hands on experience and given challenges
- Learned the importance of asking for assistance if needed and how to receive assistance and feedback.
- Learned how to test water
- Gain knowledge in various career fields
- Learned how to operate a hydroponics garden
- Learned about Podcasting, Virtual Reality, Hydroponics, EGaming.
- Gained experience in website creation

Internship Supervisor:

Date:

Valencia Ramirez

8/23/24

More pages may be printed as needed.



Rural Internship Program Internship Activity Log

Economic Development Organization: Nolanville Economic Development
Organization Intern Name: Aaliyah Johnson

Dates of Intern Work (Weekly)	Hours Worked (Target = 60-100 hours)
July 23-26	21.5 hours
July 29-August 2	25 hours
August 5-9	14 hours
August 12-13	9 hours

Internship Supervisor:

Valencia Ramirez

Date:

08/23/24

More pages may be printed as needed.

Rural Internship Program



HAMILTON, TEXAS

ECONOMIC DEVELOPMENT CORPORATION

Economic Development Corporation | 108 N Bell Street | PO Box 224 | Hamilton, Texas | 76531
(254) 386-5954 | edc@hamiltontx.com | hamiltontexas.com

August 20, 2024

To: Kayla Schraub
From: Austin Kleiner
Re: Program Summary

During this Internship at Hamilton EDC, I have learned so much and it is an amazing experience. I have had many duties and responsibilities. I have made many Facebook posts announcing various events going on that week. Using Canva for most of my assignments. Edited, filmed, & uploaded many business spotlight videos. I have purchased items to use at our monthly Market in the Park. I also suggested and ordered brown paper bags for customers to use at our market. I made a stickered logo for those bags. Helped Kayla lay out where the market vendors were going to set up. Spent one morning cleaning up all the potted plants around the square. Listened and gave my younger point of view in many Main Street meetings. Offered my opinion on the Hamilton Main Street & EDC pamphlets. Collected and documented data from multiple surveys. Made a flyer mentioning all the grants that EDC/Main Street has to offer. Emailed Market in the Park Vendors whether they would be attending and documented it.

After working as an intern for Hamilton EDC I truly understand how much work goes into this profession. I am honored I got to experience working on the square for this town that I love. Working at Hamilton Floral showed me how difficult it can be to get business in this town but being a small town, everyone continues to support. Working at EDC showed me that you must be driven to do this work and the amount of love you must have in order to continue. Expenses being the hardest thing to deal with for citizens that want to start a business in Hamilton. Working with social media has grown my knowledge of how and what gets others' attention. I run many social media accounts for various groups in town so taking this job was exciting for me.

In my interview to get this job, Kayla had asked "Why do you want to have this job." I wasn't sure how to answer that question but now I am aware. Having this internship means being a part of this town and helping the community. When I told people about my job over the summer they were amazed and always wanted to know more. I was told about this internship from a former intern Brooklyn Bragg, and I am so glad she told me about this because it has opened and grown my mind. I would recommend this job to many of my acquaintances. It is a great experience everyone deserves. Having this opportunity makes me want to be on a Main Street Board and run for an elected member when I am older.

Thank you,
Austin Kleiner



Rural Internship Program Internship Activity Log

Economic Development Organization: Hamilton EDC
 Intern Name: Austin Kleiner

Dates of Intern Work (Weekly)	Hours Worked (Target = 60-100 hours)
5/29-5/30	8 hrs
6/4-6/6	12 hrs
6/10	4 hrs Pay Period 24 hrs
6/12-6/13	6 hrs
6/17	6 hrs
6/24	4 hrs Pay Period 16 hrs
6/25	6 hrs
7/15-7/18	12 hrs
7/22	4 hrs Pay Period 22 hrs
7/23-7/24	8 hrs
8/5	2 hrs Pay Period 10 hrs
8/8-8/9	8 hrs Pay Period 8 hrs

Internship Supervisor:

Kay Schall

Date:

8/20/24

More pages may be printed as needed.

Rural Internship Program



Rural Internship Program Report Form

Economic Development Organization: Hamilton EDC
Intern Name: Austin Kleiner
Date: 8/20/24 Hours Worked: 80

List of Activities Completed:

Please see attached

Intern Experience Gained or Lessons Learned:

Please see attached

Internship Supervisor:

Karla Schaub

Date:

8/20/24

More pages may be printed as needed.



Rural Internship Program Report Form

Economic Development Organization: Lampasas County Chamber of Commerce & Visitor Center

Intern Name: Chloe Cowdrey

Date: 6/11-7/30

Hours Worked: 70 hrs.

List of Activities Completed:

- Worked with volunteers to prep for Toughest 10k.
- Organized storeroom. (Event and office supplies, tourism literature)
- Sat in on Chamber meetings and took minutes
- Set-up, worked, and cleaned up at Toughest 10k.
- Organized office files.
- Conducted research for tourism brochure project.
- Worked the front of the Visitor Center.
- Made partner/member visits with Director.

Intern Experience Gained or Lessons Learned:

- Working with volunteers.
- Organizational and Management skills.
- Time management and meeting deadlines.
- Customer Service and speaking skills.
- Event planning preparedness.
- The importance of networking in the business community.
- Developed people skills in a business environment.

Internship Supervisor:

Melissa Unger

Date:

7/31/2024

More pages may be printed as needed.



Rural Internship Program Internship Activity Log

Economic Development Organization: Lampasas County Chamber of Commerce & Visitor Center

Intern Name: Chloe Cowdrey

Dates of Intern Work (Weekly)	Hours Worked (Target = 60-100 hours)
6/11	8
6/13	5
6/18	7
6/25	5
7/2	5
7/9	5
7/12	5
7/13	8
7/16	5
7/23	5
7/30	7
8/6	5

Internship Supervisor:

Melissa Unger

Date:

7/31/2024

More pages may be printed as needed.



**The Kay Theater Foundation
P.O. Box 1572
Rockdale, Texas 76567**

Dominic Elizondo
Economic Development Planner
CTCOG – Planning & Regional Services

September 13, 2024

Dominic,

The Kay Theater Foundation would like to thank Central Texas Council of Governments for the generous grant of 1,000 dollars to help fund our 2024 Summer Internship Program. We used these funds to launch our first internship program. The Kay put out a call for applicants and we were fortunate to receive 9 interested applicants. The Kay held a meet and greet with our applicants on June 7, 2024. Six applicants came out and were all impressive with their desire to help improve their community. Needing additional funding to hire all six, The Kay reached out to our community and we were fortunate to secure an additional 2,000 dollars in donations. With a budget of 3,000 dollars, we framed our plan to pay our interns \$10 an hour based on 6 interns working 50 hours over the course of the summer.

The Kay had many events scheduled this summer to participate in the city-wide sesquicentennial celebrations for Rockdale, TX. The Kay hosted movies, concerts, and live theater to provide entertainment for our rural community. The internship program provided great assistance for us to staff these events. The Kay provided learning opportunities for our interns to gain experience producing events for our community. The Kay Theater Board of Directors also learned the value of an internship program and look forward to providing these opportunities in the future.

It is again with many thanks to Central Texas Council of Governments for the assistance to help our interns and our board with this learning experience.

Best Regards,

Brian C. Beard
President, Kay Theater Foundation



Rural Internship Program Report Form

Economic Development Organization: Kay Theater Foundation

Intern Name: Emma Schuch

Date: 6/14-8/16/24

Hours Worked: 57

List of Activities Completed:

- Operate concession stand
- Sold tickets and merchandise
- Assisted with promotions
- Adjusted sound and video quality for movies
- General cleaning and maintenance of theater

Intern Experience Gained or Lessons Learned:

- Learned operation of popcorn machine and concession stand
- Gained experience in sales of tickets, concessions, and merchandise.
- Learned about licensing and royalties required for public showing of movies.
- Gained experience assisting with promotions for upcoming events.
- Learned about maintenance required to operate a historic theater.
- Gained experience providing hospitality assistance for patrons.

Internship Supervisor: Brian Beard

Date: 9/13/24

More pages may be printed as needed.



Rural Internship Program Internship Activity Log

Economic Development Organization: Kay Theater Foundation
Intern Name: Emma Schuch

Dates of Intern Work (Weekly)	Hours Worked (Target = 60-100 hours)
6/14/24 Movie: Star Wars: A New Hope	5 hours
6/19/24 Intern Scheduling / Planning Meeting	2 hours
6/26/24 Work / Cleaning Day	2 hours
6/28/24 Movie: The Martian	5 hours
7/5/24 Movie: The Hunt for Red October	5 hours
7/7/24 Movie: The Jungle Book	5 hours
7/12/24 Concert: The Fallback Plan	5 hours
7/14/24 Movie: The Wizard of Oz	5 hours
7/17/24 Work / Cleaning Day	3 hours
7/19/24 Movie: The Empire Strikes Back	5 hours
8/2/24 Movie: The Little Mermaid	5 hours
8/4/24 Movie: The Breakfast Club	5 hours
8/16/24 Movie: Return of the Jedi	5 hours
Total: 57 hours	

Internship Supervisor: Brian Beard

Date: 9/13/24

More pages may be printed as needed.



Rural Internship Program Report Form

Economic Development Organization: Kay Theater Foundation

Intern Name: Grace Gaston

Date: 6/14-8/16/24

Hours Worked: 55

List of Activities Completed:

- Operate concession stand
- Sold tickets and merchandise
- Assisted with promotions
- Adjusted sound and video quality for movies
- General cleaning and maintenance of theater

Intern Experience Gained or Lessons Learned:

- Learned operation of popcorn machine and concession stand
- Gained experience in sales of tickets, concessions, and merchandise.
- Learned about licensing and royalties required for public showing of movies.
- Gained experience assisting with promotions for upcoming events.
- Learned about maintenance required to operate a historic theater.
- Gained experience providing hospitality assistance for patrons.

Internship Supervisor: Brian Beard

Date: 9/13/24

More pages may be printed as needed.



Rural Internship Program Internship Activity Log

Economic Development Organization: Kay Theater Foundation
Intern Name: Grace Gaston

Dates of Intern Work (Weekly)	Hours Worked (Target = 60-100 hours)
6/14/24 Movie: Star Wars: A New Hope	5 hours
6/19/24 Intern Scheduling / Planning Meeting	2 hours
6/26/24 Work / Cleaning Day	2 hours
6/28/24 Movie: The Martian	5 hours
7/5/24 Movie: The Hunt for Red October	5 hours
7/7/24 Movie: The Jungle Book	5 hours
7/17/24 Work / Cleaning Day	3 hours
7/19/24 Movie: The Empire Strikes Back	5 hours
8/2/24 Movie: The Little Mermaid	5 hours
8/4/24 Movie: The Breakfast Club	5 hours
8/10/24 Live Theater: Charlie Brown	4 hours
8/11/24 Live Theater: Charlie Brown	4 hours
8/16/24 Movie: Return of the Jedi	5 hours
Total: 55 hours	

Internship Supervisor: Brian Beard

Date: 9/13/24

More pages may be printed as needed.

Kay Theater hires summer interns with grant, donors

The Kay Theater Foundation was recently awarded a grant from the Central Texas Council of Government's Development District of Central Texas 2024 Rural Internship Program to hire high school interns for the summer to help staff the Kay Theater. "With the Sesquicentennial Celebration, the Kay is both producing and hosting several events for the community," said Kay Theater President Brian Beard. "As a volunteer-driven organization, we decided it was a good opportunity to secure additional help."

Upon being awarded the \$1,000 grant, the Kay Theater put out a call for applications to which nine outstanding students responded. On Friday, June 7, the Kay held an Intern Applicant Meet and Greet with their board to which six applicants

attended. "All six had different strengths and interests which made it very difficult to narrow down the pool to just one or two," said Board Member Addie Garrison. "The Kay was able to reach out to its donor community to secure the funds needed to extend offers to all six candidates who are future leaders in our community."

In addition to staffing the operations of the movie series this summer, The Kay is hosting a rock concert by The Fallback Plan during the sesquicentennial, as well as screenings of recordings of RISD high school One Act Play and intermediate and elementary plays and will also host a panel of Alcoa Retirees discussing the history of Alcoa. Additional events planned by the students may be added.

Each of the candidates

expressed a desire to do something to improve their community and create more entertainment opportunities for their peers and siblings. "Having addressed some maintenance issues, improved our sound and projection experience, and kept the theater active with movies, live music and theater productions – development of Youth Programs has been high on our list of goals," said Beard. "We are excited to hear what creative program ideas the team can conceptualize!" The Kay intends to use these student-designed program concepts to apply for grants in hopes of implementing Youth Programs in 2025.

Information about the Kay Theater's Movie and Events schedule can be found at www.KayTheater.org and on Facebook.



Kay Theater summer interns are (L-R) Joeleann Rutherford, Aiden Svrcek, Emma Schuch, Kay Theater Foundation President Brian Beard, Madison Masek, Jordan Amlon and Grace Gaston.

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Item 7:

2022-26 CEDS

Implementation

2022-2026 CEDS Implementation

The 2022-26 Comprehensive Economic Development Strategy (CEDS) was approved by the DDCT Board on January 6, 2022.

As a result of the DDCT Board CEDS Workshop on January 12, 2023, the Board decided to have a recurring agenda item for Board discussion on strategizing implementation of CEDS objectives and strategies.

This meeting the focus will be the objective to **“Improve and formalize emergency operational and community protocol within and across jurisdictions.”** The strategies under this objective are to:

- Prepare municipalities to function in remote/mobile formats during emergencies.
- Resume periodic emergency drills on various scenarios, including rehearsals for key generator hookups.
- Evaluate scenarios for how people will access emergency medical services & supplies (including temperature-sensitive medicines) in consideration of rural areas' distance to hospitals
- Develop and maintain jurisdiction-specific protocols for emergency communications and operations, including Severe Weather Emergency Response Plans.
- 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.
- Educate jurisdictions on how to leverage the Defense Support of Civil Authorities program to secure generators, water, etc. from Fort Cavazos during crises
- Develop and centrally store templates for municipalities to send out emergency information (e.g. boil notices).

Action Needed: No action needed; for discussion only.

OBJECTIVE

IMPROVE & FORMALIZE EMERGENCY OPERATIONAL AND COMMUNITY PROTOCOL WITHIN/ACROSS JURISDICTIONS

STRATEGIES AND ACTIONS

1	PREPARE MUNICIPALITIES TO FUNCTION IN REMOTE/MOBILE FORMATS DURING EMERGENCIES.	
2	RESUME PERIODIC EMERGENCY DRILLS ON VARIOUS SCENARIOS.	
3	EVALUATE SCENARIOS FOR ACCESSING EMERGENCY MEDICAL SERVICES & SUPPLIES CONSIDERING RURAL AREAS DISTANCES TO HOSPITALS.	
4	DEVELOP AND MAINTAIN JURISDICTION-SPECIFIC PROTOCOLS FOR EMERGENCY COMMUNICATIONS AND OPERATIONS.	
5	HOST A "SMALL TOWN SUMMIT" AND COORDINATE BASIC EMERGENCY PLANNING MEETINGS ON AN ONGOING BASIS.	
6	CREATE LOCAL VOLUNTEER TASK FORCES (RESIDENTS WILLING) TO PERFORM PHYSICAL INFRASTRUCTURE CHECKS AND ADVISE MUNICIPAL LEADERSHIP.	
7	EDUCATE JURISDICTIONS ON HOW TO LEVERAGE THE DEFENSE SUPPORT OF CIVIL AUTHORITIES PROGRAM TO SECURE GENERATORS, WATER, ETC. FROM FORT CAVAZOS DURING CRISES.	
8	DEVELOP AND CENTRALLY STORE TEMPLATES FOR MUNICIPALITIES TO SEND OUT EMERGENCY INFORMATION (E.G. BOIL NOTICES).	

Objective	Strategies & Actions	Roles	Priority	Progress Status	Comments/Updates
Improve and formalize emergency operational and community protocol within and across jurisdictions	Prepare municipalities to function in remote/mobile formats during emergencies	CTCOG Technical Advisement to Jurisdictions	High	Not Started	Ongoing through planning process-HSAC
	Resume periodic emergency drills on various scenarios, including rehearsals for key generator hookups.	CTCOG to participate in local jurisdiction exercises	High	Not Started	Region does trainings at various levels, not really a high priority thing
	Evaluate scenarios for how people will access emergency medical services & supplies (including temperature-sensitive medicines) in consideration of rural areas' distance to hospitals	CTCOG assist where needed and coordinate with healthcare coalition program manager	High	Started	Emergency trailer (minus meds with temp sensitive)- reach out to HCCAA (after current grants are submitted)
	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	Not Started	Compiling resources from FEMA, TDEM, and other sources for local governments to effectively communicate with public during disasters, as well as how to effectively respond to emergencies.
	Host a "Small Town Summit" and coordinate basic emergency planning meetings on an ongoing basis	CTCOG as lead; leverage FEMA NIMS materials	High	Started	Emergency Mgmt sessions of Small Town Summit complete, now creating Central Texas Emergency Planning and Management Summit
	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	Not Started	Maybe part of community preparedness program?
	Educate jurisdictions on how to leverage the Defense Support of Civil Authorities program to secure generators, water, etc. from Fort Cavazos during crises.	CTCOG with DSCA program and National Guard	Med	Started	Happened at Small Town Summit-will incorporate into Central Texas Emergency Planning and Management Summit.
	Develop and centrally store templates for municipalities to send out emergency information (e.g. boil notices).	CTCOG	Low	Not Started	CodeRed notification
Educate and prepare residents and businesses to better sustain themselves during disasters.	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.	CCOG with SBDCs, local chambers, EDCs, and "SBA Regional Navigator" designee	High	Complete	In appendix of CEDS and on our drive in our toolkits from Ready.gov
	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	Started	Follow up with Jesse
	Conduct outreach and assistance to residents of mobile/manufactured 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	Not Started	Winter 2022/2023

	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	Started	Need to continue outreach to local govts- maybe with the group that is being developed??
	Encourage businesses to explore profitable supply chain localization measures.	CTCOG with local chambers and advisement from TMAC (Texas' Manufacturing Extension Partnership)	Low	Not Started	
Prepare and harden infrastructure needed for emergency communications, emergency services, & resilience.	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.	EMCs	High	Not Started	Winter 2022/2023-Anna
	Evaluate the cyber preparedness of CTCOG's 7-county 911 system.	CTCOG	High	Started	CSEC has staff member doing this
	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	Not Started	As needed
	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	Complete	OnMed presented at Sept Ex Committee Meeting -no one interested
	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	Started	Research level, networking
	Invest in roadways needed for emergency services.	CTCOG coordinate with municipalities and service providers	High	Started	Currently identifying the roads that are important for emergency services and their status (flooding, road issues), try to address this in the SS4A Action Plan
	Set up social media channels for individual jurisdictions to build following for improved outreach during emergencies.	Individual jurisdictions, with CTCOG technical assistance	Med	Started	Shared tips in December. Dominic followed all of the city and county pages that he could find. Shares content via email and tagging local governments on posts.
	Explore and develop capability for CTCOG to deliver alerts to all phones active in the region.	CTCOG	Med	Complete	CodeRed app will notify you based on your location, phones already kind of do this independently of us
	Educate jurisdictions on resources available for cyberattack prevention and mitigation.	CTCOG, leveraging Texas Municipal League and State resources	Med	Started	Grant opens in Dec, funded following fall, educate region starting Jan
	Invest in backup power and communications; consider use of solar for redundancy	CTCOG coordinate municipalities	Med	Started	CTCOG PS paying for maintenance and some repairs of generators for 9-1-1 centers
	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	Started	Industry info and economic data is on the CTCOG and DDCT websites, next step is to merge with DCT website

Develop a strong regionally-based business marketing effort.	Hold Opportunity Zone investment forums to generate interest in specific development projects and connect investors with developers.	CTCOG with OZ host municipalities	High	Complete	10/7/2022
	Develop a regionally-based tourism marketing effort promoting area destinations, downtowns, and outdoor assets.	CTCOG	Med	Complete	Updating content, reminding cities about themes, still need 13 cities to participate
	Integrate messaging about the Fort Cavazos talent base into business attraction marketing efforts.	CTCOG	Low	Started	Work with Fort Cavazos TAP
Strengthen the conditions for growth of new and existing businesses.	Expand broadband, creating a Broadband Advisory Council to accelerate the audit/survey/buildout process across jurisdictions.*	CTCOG with consultant and locally active ISPs	High	Started	BDO Regional Working Group (CTCOG, BVCOG, HOTCOG), Texas received BEAD funding to create BEAD 5 year Action Plan and a TX Digital Opportunity Plan. Both have received public comments. The BOOT program will see more eligible locations due to SB 1238. Local Gov Broadband Roundtable meets virtually on first Thurs of each month at 10am. The Broadband Infrastructure Fund has been created.
	Develop a regional water/sewer plan prioritizing investments needed for <u>industry growth</u> .	CTCOG with local water and sewer authorities	High	Started	Brainstorm on how this would be useful, focus on industry growth, maybe more of a focus on water, think of dams
	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	Started	Discussed in STS- need further discussion on how EDCs want assistance with this
	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 A&M-Central Texas	High	Started	Research Park is applying for EDA Tech Hubs grant, with focus on tech such as AI, rehabbing building for military transition program
	Create a regional outreach effort to promote entrepreneurial opportunities to Fort Cavazos personnel transitioning into the civilian workforce, with a focus on defense contractor opportunities	CTCOG, SBDCs, area incubators, PTACs	Med	Started	Event to take place in Jan 30 2023
	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	Not Started	What lense do we want to look at this through?

	Encourage greater utilization of Procurement Technical Assistance Centers to help local businesses capture greater federal procurement opportunities and Fort Cavazos economic impact; host education/awareness events in collaboration with PTACs.*	PTACs, Small Business Development Centers (SBDCs), CTCOG, Fort Cavazos	Low	Not Started	Try to do event/webinar/summit with PTAC in 2023, incorporate into entrepreneurial event, tried reaching out but no response
	Promote digital literacy in small businesses, leveraging existing training models.*	Chambers	Low	Not Started	CTCOG creates fact sheet, type based on feedback from DDCT
Cultivate, attract, and retain a talented workforce.	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	Complete	P20 Council-SOAR Career Coaches program engaging thousands of students with career readiness and support, training workshops, resources for employment, and graduate hiring events. Next hiring event is Apr.16, 2024 at Cadence Bank Center. Also provides Virtual College Experience Program. Rockdale technical education/career development center with EDA Public Works grant.
	Further leverage and scale mechanisms for facilitating entry of Fort Cavazos 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 Cavazos 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	Started	Veteran Employer Summit was held May 17th, 2023-maybe reoccurring summit (entrepreneurship and/or milspouse). Possibly hold annually. Central Texas Entrepreneur Summit held in Lampasas on Jan.30,2023 with resources for veterans on business plans and financing. Second summit being held in Lampasas on July 23, 2024 over marketing, branding, sales, and certifications for veteran owned businesses, as well as local entrepreneur start up stories. TAP at Fort Cavazos concierge service. Milspouse Event was on 11/1/22. Approx a dozen attendees
Proactively shape growth to ensure quality of place.	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	Started	How does the DDCT want us to address this?
	Create a Regional Trails Plan that enhances multi-modal transportation options and ensures robust access to outdoor amenities and water features. -probably 2023	CTCOG and KTMPO, jurisdictions, Texas Parks, and Wildlife, US Army Corp	High	Not Started	Could be part of Regional Multimodal Plan (KTMPO), TxDOT has their Bicycle, Tourism, and Trails Plan which was created by their statewide BPAC
	<u>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</u>	CTCOG and local EDCs	High	Started	Small Town Summit 9 Ask if retail leakage studies is something DDCT is interested in
	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	Not Started	Master plans should be developed via consultants, CTCOG can help with land use planning as needed - we can look into funding sources (state and federal level)

	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 Jurisdicaitions	Low	Not Started	CTCOG can assist in a contract level as needed
Enhance the region's economic connectivity.	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	Started	Same as another above objective-CAPCOG, BVCOG, CTCOG Regional Working Group on broadband.
	Expand public transit offerings to provide reliable, affordable public transportation options for connecting <u>rural residents</u> with employment centers	CTCOG , Hill Country Transit District, TXDOT, MPO's	High	Started	Rural service for the HOP is free for a year, Killeen has a city wide dial for a ride service, upcoming changes will be announced soon. Plans for microtransit zones. HOP is trying to secure funding from cities/counties to make up for budget shortfalls. May 2024- microtransit stops getting rolled out, TMAs later that year Secured contributions from every county but Hamilton, still in the talks with Hamilton. RFP out for 60-90 microtransit vehicles and a tech vendor to do trip planning, vendor selected-Spare Labs. Might be applying for TxDOT coordinated call grant and ICAM Pilot Program. Connector route from Copperas Cove to Temple planned with six vehicles, 30 minute headway and connector terminus. Hydrogen corridor planned-Low/No Emission grant?
	Improve the conditions of roadways, with particular attention to increased use of county roads.	CTCOG discussions with Killeen-Temple MPO and other MPO's	Med	Not Started	RAISE, Community Development Fund grants may be useful, EDA Public Works grants, Transportation Alternative (TA) Program. Certificates of Obligation are option as well. Can be addressed in SS4A Action Plan-draft plan done September 2024, final plan January 2025 tentatively. Region eligible to apply for implementation grants after plan is complete. RAISE grant open for applications. ROUTES. EDA Public Works-Mullin may apply for reconstruction of roads.
	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	Started	Maybe reach out to airport staff across region to see if they are interested? , microtransit route to GRK? No current marketing plan, but have 2019 master plan. Airport inventory across region-TxDOT.

Improve municipal systems that allow for fair taxation, stable revenues, and growth.	Accelerate appraisal efforts, particularly in high-growth communities.	Tax Appraisal Districts with CTCOG coordinating	High	Started	Context: Rogers not doing thorough appraisals -losing out on tax money Bartlett and other small towns have opposite issues-appraisals too high due to high growth in neighboring urban areas Bell County Appraisal District Summit on hold. Property tax value exemption law ~\$100,000
	Harmonize all communities' GIS systems and parcel address methodologies.	Municipalities with CTCOG technical assistance	Low	Started	We would need specific funding for staff coordination
Strengthen CTCOG offerings to complement municipalities' capabilities.	Build additional capacity to assist jurisdictions with grant identification/writing/administration.	CTCOG	High	Complete	Anna working on this at the end of August
	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	Complete	Next class is February 2024, includes topics on planning and zoning, grant resources, and roles and responsibilities of officials. Planning begins in November.
	Create marketing materials summarizing CTCOG services, assistance, and resources available to municipalities.	CTCOG	Med	Complete	Printed and sent out!
	Conduct remote/hybrid meetings to increase accessibility for rural communities.	CTCOG	Med	Complete	Ongoing
	Provide technical support as-needed to communities on subjects of planning, transportation, legal, etc.	CTCOG	Med	Complete	Ongoing
	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	Started	Structure of circuit rider complete, now working to schedule meetings with cities/counties next January.

CTCOG Circuit Rider Overview

1. Dominic sends out email to Temple, Killeen, Belton, Harker Heights, and Copperas Cove separately to schedule a date, location, and time (1.5-2 hours) to meet with city manager, EDC director, chamber director, planning director, and any other staff in departments with work related to economic development, city planning, transportation, emergency management, etc. We do not need to have the director or highest ranked staff for every area attend if we are able to schedule a time when an assistant manager/director or other higher-level staff is available in their place.
2. Dominic, Cindy, and Sam will attend the meeting, if possible.
3. After introductions we ask where the city's main problem areas are currently and have in-depth discussion on issues e.g. water/sewer infrastructure, street repair, transportation infrastructure, broadband, emergency response/management coordination.
4. After gaining a clear and detailed explanation of the main areas the city would like to address, we explain how CTCOG staff can assist them and provide examples of resources, grants, and tools we are already aware of that they can use (including various planning toolkits and emergency resources documents we will have on the DDCT site). This would be where we brainstorm on projects or grants to apply for, e.g. setting up Public Improvement District or Transportation Reinvestment Zone, explaining how they can leverage Enterprise or Opportunity Zone areas, applying for TxCDBG Community Development Fund grant, collaborating to ensure 9-1-1 addressing is synchronized and CodeRed is effective, overhauling zoning code to promote growth.
5. Staff then asks about areas city did not bring up and sees if there are unknown needs (e.g. does the city have a Severe Weather Response Plan? Are there protocols for emergency communication and response? Are they aware of existing Enterprise/Opportunity zones or the types of districts they can create to finance infrastructure or improvement projects? Are there issues with appraisal values? Are they utilizing Discover Central Texas effectively?)
6. After discussion staff and city should have a clear idea of what areas staff can assist with, and projects we will collaborate on with actionable next steps.
7. This process would then repeat for rural Bell County and then each of the other counties. For these areas we would reach out to all cities and try and get as many

of their city managers, EDC directors, or other officials/staff to attend one meeting in a city (usually the largest one) in each county where we address their needs collectively. As the rural cities have more essential needs with less funding/capacity and not the higher-level projects of the urban areas (e.g. Enterprise Zones, building industrial parks, developing formal mobility or downtown development plans), we should be able to address many similar basic needs for all the cities in each county in one meeting (water/sewer infrastructure, park development, downtown revitalization, funding for first comprehensive plan, starting an EDC locally or regionally, etc.).

CTCOG Emergency Planning and Management Summit

9:00am-9:05am	WELCOME <i>Dominic Elizondo, Economic Development Planner, CTCOG</i>
9:05am-9:35am	CTCOG PUBLIC SAFETY AND EMERGENCY PREPARADNESS <i>Jesse Hennage, Assistant Director, Public Safety, CTCOG</i>
9:35am-10:05am	INFRASTRUCTURE RESILIENCY AND HAZARD MANAGEMENT PLANS <i>Heather Ferrara, Mitigation Program Manager, H2O Partners</i>
10:05am-10:15am	BREAK
10:15am-10:45am	EMERGENCY COMMUNICATION AND COORDINATION <i>Bod Reinhard, Bell County EMC (Potential)</i>
10:45am-11:15am	DISASTER RESPONSE AND RECOVERY <i>David Williams, ISTF Disaster Finance Coordinator, Region 8, TDEM</i>
11:15am-11:45pm	SUCCESS STORIES PANEL <i>Gary Young, Copperas Cove Fire Chief and EMC</i> <i>Bob Reinhard, Bell County EMC (Potential)</i> <i>Jennifer Henager, CEM, Division Director, Emergency Management, Temple (Potential)</i>
11:45pm-11:50pm	WRAP-UP AND DISMISSAL <i>Dominic Elizondo, Economic Development Planner, CTCOG</i>

Housing Toolkit for Local Governments

To develop a robust local housing strategy, outlined below are four steps local governments may take to devise a housing toolkit for their region.



Step 1 - Carry out an in-depth study and analysis of the local housing stock and requirements

The first stage of this process would be to carry out an inventory of the available housing stock in the area. Local governments would then be able to identify existing housing infrastructure and gaps. External sources can also be referenced for additional information on analyzing the inventory, such as:

- **Policy Map**, which provides a detailed statistical report for every city, county, and metropolitan area. Each report contains maps, local demographics and housing characteristics in the area, which can be very helpful to local governments to fully understand their region.
- **United States Census Bureau**, which may be used to compare and contrast other regions with similar context and understand how they may have different mechanisms in place for tackling housing issues. The website contains a good

amount of data on characteristics of residents, households, and housing on the county and city level, including homeownership rates, vacancies, units, rooms, and residential property ages, which could help with understanding current housing stock and the need for particular kinds of housing.

- **The American Housing Survey** is also a good resource for accessing reports on housing demographics and comparing with other Metropolitan areas in the United States. This would give an idea of what the housing stock is like in other regions compared to the local government jurisdiction.
- **Property Appraiser** websites (county appraisal districts). These are essential for important information pertaining to properties in the area, lot sizes, ownership etc. This information can be used to assess vacant sites and the cost of development regarding plot costs.

The second phase would be to collect stakeholder data and information. This section can be divided into two sections, community resident survey and observation. The **community resident survey** would help understand the basic issues faced by the locals whilst the **technical observation survey** would help take stock of the technical characteristics of housing in the area. Local Governments may use the following community resident survey questions to gather information on the local housing situation (Questions may be tailored to suit the specific needs of a local government).

1. **Background (Age, Sex, Ethnicity, living situation etc.)**
2. **Typology (Apartment, Condo, Townhome, Attached/Detached/Semi Detached Home, Mobile Home)**
3. **Current Status of Property (Rental or Ownership)**
4. **Occupancy Timeframe (Less than a year, 1+, 2-4 yrs, 5-9, More than 10)**
5. **Satisfaction with the existing housing situation**
6. **Does the resident plan on moving (list reason for moving, if possible)**
7. **What amenities would the resident like to receive in the area**
8. **Positive and negative features of the neighborhood housing**
9. **The amount spent on the housing (mortgage, rent)**
10. **Amount spent on utilities**
11. **Preference in terms of housing type, location etc.**
12. **Is the resident aware of government assistance programs for housing**
13. **Availability and preference for public transportation options in the area**
14. **Any other suggestions of feedback related to housing which the responder would like to provide (open ended question)**

The Community Resident survey may be carried out using a range of tools such as online surveys, in person questionnaires, and local meetings with the community. The second kind of survey would act as a technical observation sheet to help map the existing housing stock. This would capture more technical details to enable local governments to understand the housing stock characteristics. It may be comprised of the following example questions which can be tailored to suit unique needs.

- 1. Location and address**
- 2. Architectural style and building construction estimate (this would feed into data for historical preservation)**
- 3. Typology of the housing structure (single story, multi-story, mixed use, residential, apartment etc.)**
- 4. Condition of the housing structure**
- 5. Price of the property or rent amount per month**
- 6. Existing amenities in the area**
- 7. What can be improved (personal account of the observer)**
- 8. Photographic evidence (when permitted)**

In order to carry out the technical observation/study, a volunteer community resident or local government employee will need to visit the locations and record observations on site. After identifying gaps through the analysis of the existing housing stock, local governments may begin to analyze current housing policies, ordinances, and zoning codes. This would help identify areas where local policy is hindering growth of housing supply, thereby prompting local governments to take steps and amend/revise their respective comprehensive plans, policies and other official regulatory documents to create an environment that fosters affordable, high-quality housing.

The third and final phase of this section would be to look at successful case studies/strategies that have been implemented regionally. This would provide an opportunity to recognize how other MPO's have organized and initiated their aspirations for effective housing. A few examples that may be referenced include:

1. <https://www.morpc.org/wordpress/regional-housing-strategy-implementers-toolkit/>
2. <https://www.capecodcommission.org/our-work/regional-housing-strategy>
3. <https://metro council.org/Housing/Planning/Housing-Policy-Plan.aspx>
4. <https://housingtoolkit.nmhc.org/#tools>
5. <https://wyomingbusiness.org/communities/community-services/housing-toolkit/>

Step 2 - Define clear vision, goals, and objectives for addressing the gaps identified through the analysis

In accordance with local resources, requirements, and stakeholder input/buy in, local governments will need to establish a set of goals and objectives to help address housing needs. Local Comprehensive plans, zoning codes and ordinance codes will need to be updated to reflect the future vision of the area.

The vision may be an overall idea that captures what the values and assets of the area currently are, and how it would like to transform its housing sector in the future. This can be a single over-arching statement, or a collection of ideas merged into a paragraph to convey the overall vision.



After having a clear vision laid out and the kinds of approaches a local government may be willing to employ, it may then begin to identify key goals targeted towards the overall vision. These goals can be broad but should cover the main areas/themes of housing and will contribute to the local government official comprehensive plans, and ordinances. These may include but are not limited to:

- **Goal 1: Fair and equitable housing facilities**
- **Goal 2: Increased access to affordable housing**
- **Goal 3: Safe and Walkable neighborhoods**
- **Goal 4: Sustainable development (including reuse of waste/brownfield sites)**
- **Goal 5: Disaster Management for housing resilience**

Each theme may then begin to unfold into a set of objectives that are aimed at achieving the primary goal. Depending on the need and requirements of a local government, the objectives can be brief or comprehensive. It would be important to ensure precise language so it does not leave room for personal interpretation, which may inevitably lead to misconstrued policy implementation. It is very important to note that community input through the different stages of policy development would be imperative to the success of the housing strategy, hence local governments will need to ensure active community participation throughout the planning process. A few strategies/ideas that could help local governments achieve favorable housing stock include:

- **Legalizing higher density housing** in order to promote apartments, townhomes, attached housing instead of single-family homes spread over a majority of the residential zone.
- **Reduction of parking requirements** based on projected occupancy. Parking spaces for individual cars/vehicles adds to the cost of development.
- **Flexible zoning laws** to facilitate development of higher density housing within the residential zones originally zoned for single family residential only.
- **Improve infrastructure** in an area which promotes and encourages development. This can be done through creating more green spaces, better transportation options and routes, and adequate lighting for safety.
- **Rent control/monitoring programs** to help discourage unnecessary rent increases.
- **Encourage mixed use developments** which would attract potential developers and tenants to the area.
- **Maintain an inventory of and allocate public land** which can accommodate affordable housing programs.
- **Support Community Land Trust** organizations in order to preserve affordable housing.
- Encourage job creation through **Business/Industrial parks** to attract new residents and retain existing ones to the area and cover new housing developments.
- Create opportunities for **New Small Businesses** by connecting with support agencies.
- **Improve Internet Broadband Services** to attract potential businesses and industries to the area.
- Plan an **Event Calendar** for increased community events and participation from the residents. This will promote a unique identity and cultural image for the region, inevitably promoting the tourism industry.
- **Develop/Improve Bike Trails** and connect to the statewide trails, thereby promoting a regional network.
- **Study, Analyze and Designate Historic Assets** in the region. Historic conservation can contribute to an increase in tourist activity in the area.
- **Increase access to outdoor recreation** venues and opportunities.
- **Develop Emergency Management Programs** to help create a sense of security amongst the existing and potential residents. The emergency management program may cover natural and man-made disasters prone to the region.
- **Create Resilient Neighborhoods** against natural disasters such as floods, droughts and fires through strict building codes, design ordinances to carve out a niche identity and green spaces using Texas Friendly Plants.

Step 3 - Identify potential sources of funding

The first step of this phase would be to identify and prioritize funding based on the needs and requirements identified through the analysis phase as well as the planning goals and objectives of the local government. Potential funding sources may include:

- **Housing trust funds.** Housing trust funds is the city, county or state generated revenue which is deposited in a trust fund used for supporting affordable housing.
- **Dedicated revenue sources** are used by the local government for providing a necessary, renewable source of revenue for affordable housing activities. With this type of revenue source local governments are less reliant on annual decisions made by the federal or state government. Examples include Real Estate Transfer Tax and Document Recording Fee Revenues.
- Linkage fees/affordable housing impact fees are fees generated from new commercial or residential developments in the area and they can be directed towards fulfilling the housing needs.
- Creating **Public Improvement Districts (PID)** and **Opportunity Zones**. Whilst both tools are used for the same purpose, Opportunity Zones are federally designated economically distressed neighborhoods/areas where the government may offer tax incentives to encourage investment in the area and PID's are specific zones requiring public improvements such as new construction or rehabilitation projects.
- **Demolition taxes and condominium conversion fees** are taxes and fees collected from property owners when they demolish and convert their residential buildings into mass housing such as condos, rental units etc. These kinds of fees can then be used to fund affordable homes in the area.
- General obligation bonds are bonds backed by the government's ability to tax and /or raise taxes if necessary to fund affordable housing projects.
- Tax increment financing utilizes revenue generated from projected property taxes to support required development in the area through subsidies. Some of the mechanisms used for implementing TIF include Bonds, Pilot increment financing (PIF), and Tax Increment Reinvestment Zones (TIRZ).
- **Transfer of development rights** (TDR's), allow property owners (sender site) to be able to voluntarily sell their development rights to another property owner (receiver site) located in a different site for development. The funds generated from this development rights transfer can be used for reinvestment into the existing site (affordable housing, historic preservation, conservation of a natural area etc.).

- **Employer assisted housing programs** can also be used to increase the resources available for supporting affordable housing. Employers provide rental support or home buying assistance to employees.
- **Low Income Housing Tax Credits (LIHTC)** is a federal subsidy system that provides incentives for private developers to build low-income affordable housing through a reduction in federal income tax liability for the property developers.
- Utilizing **Housing Finance Agency (HFA)** reserves. HFAs are state- chartered, nonprofit organizations providing finance and services for affordable housing and correlated community development activities.
- **Housing choice voucher** programs can also be used to provide vouchers to low-income families find suitable housing in agreement with the property owner, who in turn receives a housing subsidy from the Public Housing Agency (PHA) on behalf of the renting family.
- **HOME investment partnerships** program provides an opportunity to designated communities and recipients in the form of funds/grants. Fifteen percent of HOME funds must be given to a Community Housing Development Organization (CHDO), and the remaining 85% can be used to expand the supply of affordable housing.
- **Community development block grant (CDBG).** The **CDBG Program** supports community development activities to build stronger and more resilient communities. The Department of Housing and Development (HUD) distributes CDBG funds to states based on a formula that considers population, poverty, and the age and overcrowding of housing. States then award grants to non-entitlement Units of General Local Government (UGLG).

The table below summarizes the advantages and disadvantages of each funding type.

Funding Type	Advantages	Disadvantages
Housing Trust Funds	Stable and consistent long-term financing.	Variability due to reliance on revenue from other economic activity.
Dedicated Revenue Sources	Less reliant on annual decisions made by the federal or state government.	No guarantee of consistent funding.
Linkage/Impact Fees	Help pay to retain existing affordable housing in the area.	Can make housing more expensive for new residents.
Demolition and Conversion Taxes/Fees	Generate revenue for affordable housing and preservation.	Some developers may avoid the area, and this may not be the best solution for dilapidated older buildings.
General Obligation Bonds	Dedicated funding for local and state housing initiatives.	Long term debt.
Tax Increment Financing	Encouraged development in economically vulnerable areas.	May lead to gentrification.

TDR's	Help generate funds for affordable housing and preservation.	May result in denser developments in designated areas, lacking infrastructure.
Employer Assisted	Motivated employees and increased retention.	May not be cost effective for small employers.
LIHTC	Increased supply of affordable housing in an area.	May be costly to maintain for local governments overtime.
HFA	Increased access to affordable housing and home ownership.	Eligibility criteria may be difficult to qualify for.
Housing Voucher	More opportunities for people to find housing that meets their needs.	Some landlords may not be willing to participate and accept vouchers.
HOME	Increased supply of safe affordable housing and public private partnerships.	Participating jurisdictions must follow restrictions on the minimum and maximum amounts of HOME funds that they can contribute to a given project.
CDBG	The program's flexibility allows people and communities to design and implement strategies tailored to their own needs.	CDBG grant funds may not be proportionate to the inflation rates.

Step 4 - Implementation strategy and timelines

After carrying out the housing inventory analysis, policy formulation and funding sources, local governments may now start developing a framework which would set out short-, medium- and long-term aspirations as well as implementing partner, funding source and completion timelines.

Collaboration is another crucial tool which can be used for developing a robust final product. Possible collaborations may include:

- Other Local governments can merge resources to tackle a wider issue affecting combined areas.
- Establish important research linkages with academia so research focused solutions are a part of the implementation framework.
- Working with the available technical expertise in the area such as Fort Cavazos.

Development of a tracking tool so timelines and implementation details are correctly documented and monitored. An example of a general template which may be edited to suit the individual needs of an area such as the table below.

Short/Medium/Long - Term Housing Assistance					
Project id	Stakeholders	Total cost	Funding Source	Implementation Partner/s	Project Timeline
XXXX	XXXXXX	XXXX	XXXXXX	XXXXXX	XXXXXX

Regular coordination meetings may be organized between stakeholders and implementation partners to keep the whole process transparent and accountable. Any delays may then be discussed between all involved and mitigation measures can then be appropriately applied.

References:

1. [Engage Page \(localhousingsolutions.org\)](http://localhousingsolutions.org)
2. [Affordable Housing Planning Resources \(wa.gov\)](http://wa.gov)
3. [Report | PolicyMap](#)
4. centexhousing.org/cthc_newsletters/index.php
5. [HUD-CHMA-KilleenTempleTX-comp-2017.pdf](#)
6. [Ten Actions Cities Can Take to Improve Housing Affordability | Bipartisan Policy Center](#)
7. [SRPP 06-07-04.doc \(sfrpc.com\)](#)
8. [waco-strategic-housing-plan.pdf \(waco-texas.com\)](#)
9. [HUD PD&R Housing Market Profiles for Killeen-Temple, Texas \(huduser.gov\)](#)
10. [Regional Demographics • Central Texas Council of Governments \(ctcog.org\)](#)
11. [Economic Development District \(EDD\) Interactive Map - NADO](#)
12. [complete_ceds_with_all_appendices.pdf \(ca.gov\)](#)
13. [SWOT Analysis for Heart of Texas \(hotcog.org\)](#)
14. [POLICIES AND IMPLEMENTATION – ROUND ROCK 2030](#)
15. [Ch6.pdf \(lacity.gov\)](#)
16. [2022-Draft-Comprehensive-Plan- \(killeentexas.gov\)](#)

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Item 8:
**Regional Broadband
Initiatives**

Updates on Regional Broadband Initiatives

Staff will provide an update on various broadband initiatives and opportunities for the region.

- Texas BDO Pole Replacement Program opened September 3-10, 2024.
- BOOT II application period closed August 26, 2024 with application challenge period August 30-September 30, 2024. Issuance of awards expected mid-November 2024.
- Volume 2 of the BDO's BEAD Initial Proposal is still in curing as NTIA requested more information about project area design and state match program; RFI for Universal Broadband Service Access in Texas, NTIA public comment on proposed guidance for alternative broadband technologies.
- Local Gov Broadband Roundtable meets virtually on first Thursday of each month at 10am (BDO program). The event link can be found [here](#).
- The BDO applied to the State Digital Equity Capacity Grant Program (SDECGP) on May 27, 2024. Texas was allocated \$55.6 million to implement the digital opportunity initiatives identified in the Texas Digital Opportunity Plan. SDECGP funds will be used to expand broadband connections and digital literacy across the state, with programs tentatively beginning in late 2024 or early 2025.
- Digital Equity Competitive Grant Program closed September 23, 2024.
- The Benton Institute released a guide for local governments to revise permitting policies to facilitate broadband access—"Permitting Success—Closing the Digital Divide Through Broadband Permitting" .
- [SB 2238](#) could refund FCC's Affordable Connectivity Program with \$7 billion and direct federal agencies to develop a "[National Strategy to Close the Digital Divide](#)".
- Local Gov Broadband Roundtable meets virtually on first Thursday of each month at 10am (BDO program). The event link can be found [here](#).

Action Needed: No action needed; for discussion only.

Item 9:

Federal & State Updates

Federal and State Legislative Updates for Economic Development

- FY 2025 Continuing Appropriations and Extensions Act passed September 25, 2024 funding federal government through December 20, 2024.
- 2024 Texas Municipal League Annual Conference and Exhibition is October 9-11, 2024. Register [here](#).
- The TxCDBG Community Development Fund has opened for its 2024-25 program cycle.
- The state senate Committee on Business and Commerce convened on October 1, 9:00 AM to discuss the state's ability to serve its growing electricity demand from population growth, EVs, data centers, etc. and recommend improvements to demand-response energy programs. It also discussed recommendations to increase transparency for ERCOT's forecasting methodology.

Action Needed: No action needed; for discussion only.

Staff Update

Update on CTCOG Planning Grants and Activities

EDA Planning Grant Update

Staff has kept up to date with reporting for the EDA Planning Grant, including ED916 and 918 Semi-annual Program Outputs and Annual Capacity Outcomes Questionnaires, Annual Progress Reports, and SF-425 Financial Reports.

CTCOG Activities

- Leadership Central Texas 2024 held its graduation at the CTCOG Executive Committee Meeting on September 26, 2024.
- Staff hosted the 2024 TxCDBG Stakeholder Feedback Session and Award Kickoff Meeting for TxCDBG recipients and stakeholders in the CTCOG region on August 29, 2024.
- Staff developed a framework for the CTCOG Circuit Rider and will begin this program later 2024 and early 2025.
- Staff put together one pager on the city of Cameron's RAISE grant application for a Quiet Zone for Senator Cruz and Cornyn's staff.
- Staff has created a housing toolkit for local governments and is working on a comprehensive plan and zoning toolkit. These will be added to the DDCT website.
- Staff has created new "Grant Wishlist" to distribute to municipalities.
- Grant Management/Technical Assistance
 - Phase One Community Application for TxCDBG Community Development Fund for the city of Belton.
 - Preparation for Rockdale MDD EDA Public Works grant application for water line construction for future industrial park.
 - Administration of Rockdale ISD EDA EAA grant for college and career academy. Currently completing Covenant of Use and Purpose checklist before site certificate.
 - City of Cameron EDA grant administration. Construction resuming after utility removal and engineering adjustments for water line. Administrative ILA extended until July 31, 2025.
 - City of Belton Rockwool project EDA grant administration. Completing required documentation for construction bid opening and submittal as well as the construction contract. Engineering plans and specifications amendment based on easement agreements complete. Administrative ILA extended until July 31, 2025.

Workforce Solutions of Central Texas Q3 2024 Economic Snapshot for CTCOG Region

- Unemployment Rate: As of June 2024, the unemployment rate is 5.07%, a decrease from the 4.85% rate at the end of Q2 2024.
- Labor Force Participation Rate: As of June 2024 the labor force participation rate is 55.02%, a decrease from 56.9% in 2018 but marks 3 months of continued increased rate.
- Workforce: 208,514
- Exports: \$49.97 billion; an increase from Q4 2023's \$49.43 billion.
- Total Jobs Increase: From 2018 to June 2024, jobs increased by 4.8% from 205,925 to 215,725. This change outpaced the national growth rate of 4.3% by 0.5%.
- Professional & Business Services: 80,000+ Jobs vs. national average 172,000+ Jobs.
- Trade, Transportation and Utilities: 76,000+ Jobs vs. national average of 150,000+ Jobs.
- Government Sector: 60,000+ Jobs vs. 35,000+ national average.
- Fastest Growing Industries: Construction, retail trade, and accommodation and food services (with Professional, Scientific, and Technical Services right behind).
- Largest Industries: Government, health care and social assistance, and retail trade.
- Largest Occupations: Office and Administrative Support, Transportation and Material Moving, Military-Only.
- Fastest Growing Occupations: Management, Transportation and Material Moving, and Healthcare Practitioners and Technical.
- In 2022 there were 5,252 college graduates in our region, shrinking 19% over the past 4 years. Most of these graduates were Associate's degrees and Bachelor of Nursing degrees. The amount of jobs requiring a bachelor's degree exceeds the population in our region with one by around 62.5% while the population with an associate's or graduate degree exceeds the jobs in our region requiring that education level (by around 78.95% and 42% respectively).

Action Needed: No action needed; for discussion only.

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DDCT Board Members

DDCT Board Membership 2024 Contact Information

Name	Board position	County Represented	Title	Organization	Address	Email	Phone
Cynthia Hernandez		Bell	Executive Director	Belton EDC	412 East Central Ave., Belton, TX 76513	chernandez@beltonedc.org	254-831-6960
Bobby Whitson		Bell	Bell County Commissioner, Pct.2	Bell County Commissioners Court	3305 E. Elms Rd. Killeen TX 76542	bobby.whitson@bellcounty.texas.gov	254-690-2274
Ginger Watkins		Milam	Economic Development Director	Cameron Industrial Foundation	102 E. First Cameron TX 76520	gwatkins@cameronindustrialfoundation.com	254-697-4970
Dean Roome		Bell	Director	Bartlett Activities Center	300 W Bell St, Bartlett, TX 76511	deana001@aol.com	254-527-3219
Charley Ayres		Bell	Director, Industry/Education Partnership	Workforce Solutions of Central Texas	200 Main St. Belton, TX 76513	charley.ayres@workforcesolutionsctx.com	972-983-1411
Ted Gonzalez	Vice-Chair	Bell	Associate Deputy Chancellor	Business Services at Central Texas College	Academic Dr, Killeen, TX 76549	ted.gonzalez@ctcd.edu , tgonzalez@ctcd.edu	254.526.1668
Jim Gibson		Milam	Economic Development	Rockdale Municipal Development District	134 North Main Street, Rockdale, TX 76567	jim.gibson@rockdalemdd.org	
Michael Boyd		Bell	Councilmember	City of Killeen		mboyd@killeentexas.gov	254-952-7837
Brian O'Connor		Bell	Director	City of Nolanville EDC	101 N 5th Street	boconnor@nolanvilletx.gov	
Dexter Morris	Chair	Mills	City Manager	City of Mullin	105 N. 3rd Street Mullin, TX 76864	dexter.morris.tx@gmail.com	(325) 985-3909
Kayla Schraub		Hamilton	Main Street Manager	City of Hamilton	108 N. Bell Street, Hamilton, TX, 76531	mainstreet@hamiltontx.com	254-784-5610
Dr. Teddy Clevenger		Bell	Bartlett ISD Superintendent	Bartlett ISD	404 Robinson, Bartlett, TX, 76511	tclevenger@bartlett.txed.net	

Bell, Milam, Hamilton, and Mills = Counties represented by Board Members

Grant Opportunities

Texas Department of Agriculture Community Development Block Grant

- Community Development Fund

Community Application Deadline December 9, 2024

Project Application Deadline June 2025

Description: The Community Development Fund is the largest fund category in the TxCDBG Program. This fund is available on a biennial basis for funding through a competition in each of the 24 state planning regions. Although most funds are used for Public Facilities (water/wastewater infrastructure, street and drainage improvements and housing activities), there are numerous other activities for which these funds may be used. Awards are up to \$750,000 with match <2% to >20% depending on applicant population. The scoring for these applications is on a 200-point scale with 50 being determined by regional priorities selected by each council of governments. The Central Texas Council of Governments (CTCOG) Executive Committee convened on April 25, 2024 to select regional priorities for FY 2025-26 Community Development Fund applications based on prior funding cycle priorities and local priorities from non-entitlement communities. First priority (scoring 50/50 points) projects were determined to be **water/sewer infrastructure, street/road reconstruction, residential unit rehabilitation, fire stations/equipment, flood drainage improvements, and sidewalks**. The full list of priorities can be viewed [here](#). For more information and to apply, click [here](#)!

- Downtown Revitalization and Main Street Programs

Closed April 3, 2024, reopens FY 2025

Description: Addresses the objective of eliminating slum or blight conditions in the downtown area of a city or town. The assistance must be for public infrastructure improvements, which will aid in the elimination of a slum or blighted area. Eligible applicants are cities with less than 50,000 people, and counties with less than 200,000 people, with a designated downtown district satisfying two or more of the following:

- The city's historic area of commerce
- May be the area around the courthouse or city square;
- Commercial area for the community
- Buildings of historical significance, but not primarily residential
- Must be areas included in or contiguous to the economic center of the community; and
- The retail area for the community that does not include single-family dwellings.

At least 51% of project expenses must go towards sidewalks/lighting and ADA improvements.

Match: Minimum 3.5%

Award: \$1 million

For more information, click [here](#)!

EDA

- EDA Public Works and Economic Adjustment Assistance Programs

Applications Ongoing

Description: These Programs provide funding for cities, counties, states, private and public institutes of higher education, and non-profits for build, design, or engineer critical infrastructure and facilities that will help implement regional development strategies and advance bottom-up economic development goals to promote regional prosperity if aligned with the current 2022-26 CEDS, and any construction and non-construction activities that help communities experiencing or anticipating economic dislocation. Examples of previously funded Public Works projects include:

- Acquisition and development of land and improvements for use in public works or other types of development facilities;
- Design and engineering, construction, rehabilitation, alteration, expansion, or improvement of public works, public service, or related development facilities, including related machinery and equipment;
- Water and sewer system improvements;
- Creation or expansion of industrial parks;
- Creation or expansion of business incubator and accelerator facilities;
- Construction or expansion of facilities for workforce development;
- Redevelopment of brownfield sites;
- Expansion, construction, or improvements of technology-based facilities and research and development commercialization centers, including the procurement of necessary equipment;
- Construction of multi-tenant manufacturing facilities;
- Expansion or improvement of research, business and science parks; and
- Expansion or enhancement of public facilities with higher quality fiber optic cables and
- Telecommunications infrastructure and broadband infrastructure deployment.

Economic Adjustment Assistance (EAA) projects include infrastructure, design and engineering, technical assistance, economic recovery strategies, and capitalization or re-capitalization of revolving loan funds in regions experiencing adverse economic changes. Examples of prior funded projects include:

- Construction or upgrading of public infrastructure;
- Design and implementation of sectoral partnerships;
- Activities necessary to strengthen cluster acceleration and expansion;
- Capitalization or recapitalization of revolving loan funds (RLFs);
- Enhancement of infrastructure to make it more resilient to natural disasters;
- Implementation of military base realignments and closures (BRAC) responses;
- Procurement of equipment for workforce training programs;
- Market or industry research and analysis for larger hard or soft economic projects;
- Economic development projects that enhance density in the vicinity of other economic development; and
- Development of projects that provide technical assistance to enhance the capacity of key economic development actors in the region to promote the region's locally owned strategies.

Awards are expected to be \$600,000-\$5 million for the Public Works Program and \$150,000-\$2.5 million for the EAA. Match ranges from 50-80% based on the average per capita income and unemployment rate as well as the actual or threatened economic situation of the region where the project is located. For more information and to apply, click [here](#)!

- FY 2024 Build to Scale Program

Application Deadline October 28, 2024

Description: This program provides grants up to \$5 million to states, political subdivisions of states, city governments, and non-profits and institutes of higher education that are supported by the latter to implement technology based economic development projects that improve the capacity for entrepreneurs and existing companies to build and scale high tech businesses to accelerate the delivery of new technology. Eligible projects include:

- Operational and programmatic activities to build public and private capacity for entrepreneurs and innovators to invent, improve, and bring to market new products and services in critical, emerging, and transformative sectors and industries;
- Accelerate the growth of regional economies that are focused on industries of the future;
- Empower communities to provide proof-of-concept and commercialization assistance to technology innovators and entrepreneurs; and
- Increase access to capital for technology-enabled entrepreneurs.

Minimum 50% match. Project period will be 24-60 months. Projects will be evaluated on quality and ability to be executed, economic impact, capital formation/deployment/access, workforce impact, and diversity. For more information and to apply, go [here](#)!

TDA

- Rural Economic Development Finance Program Texas Rural Community (TRC) Loan

Application deadline on rolling basis.

Description: The TRC loan provides financing to rural political subdivisions including cities, counties, and special purpose districts as well as EDCs to address economic development priorities, rural economic development, or support the agriculture industry. Unincorporated areas or cities must have a population under 50,000 and counties must have a population under 200,000. Maximum loan amount is \$5 million. Loans can be used to capitalize economic development projects including infrastructure, business recruitment and expansion, community facilities (i.e. healthcare facilities), and any other eligible use that can be identified to improve or assist in rural economic development and/or impact the agricultural industry. Match is at least 10%. For more information and to apply, click [here](#)!

SBA

- 7(a) Loans

Applications are accepted throughout the year

Description: The 7(a) Program is the SBA's most common loan program, and provides up to \$5 million in working capital for for-profit small business, as defined by SBA. Eligibility is determined by income, credit history, and where the business operates. Eligible uses of funds include

- Long- and short-term working capital
- Revolving funds based on the value of existing inventory and receivables
- The purchase of equipment, machinery, furniture, fixtures, supplies, or materials
- The purchase of real estate, including land and buildings
- The construction a new building or renovation an existing building
- Establishing a new business or assisting in the acquisition, operation or expansion of an existing business
- Refinancing existing business debt, under certain conditions

Loan terms are worked out with the SBA. For more information and to apply, click [here](#)!

USDA

- Community Facilities Grant and Loan Program

Applications are accepted throughout the year

Description: This grant and/or loan is for the purchase, construction, and/or improvement of essential community facilities, including health care facilities such as hospitals and medical clinics, public facilities such as town halls and courthouses, community support services, public safety services, utility services, and local food systems such as community gardens and kitchens. For FY 2022, Texas has approximately \$30 million for loans, and <\$1 million for grants. Eligible recipients include public bodies and community-based nonprofits. Applications are accepted throughout the year. Grant funds portion of project depending on population and median household income of community. Loan repayment terms may not be longer than the useful life of the facility, state statutes, the applicants authority, or a maximum of 40 years, whichever is less. Contact Daniel Torres, Acting State Director at USDA Rural Development Texas, at (254) 742-9700. Non-Federal Match: 25-85% depending on population and median household income of community. For more information and to apply, click [here](#)!

- Rural Utilities Service Telecommunications Infrastructure Loans and Loan Guarantee

Applications are Accepted Throughout the Year

Description: This program provides financing for the construction, maintenance, improvement and expansion of telephone service and broadband in rural areas. Eligible areas include

- Rural areas and towns with a population of 5,000 or less
- Areas without telecommunications facilities or areas where the applicant is the recognized telecommunications provider

Loans are available for improvements, expansions, construction, and acquisition and refinancing in certain cases. For more information and to apply, click [here](#)!

- Emergency Community Water Assistance Grant

Applications Accepted Year Round

Description: This program helps eligible communities prepare, or recover from, an emergency that threatens the availability of safe, reliable drinking water. Water transmission line grants up to \$150,000 are to construct waterline extensions, repair breaks or leaks in existing water distribution lines, and address related maintenance necessary to replenish the water supply. Water source grants up to \$1,000,000 are to construct a water source, intake or treatment facility. Funds can be obtained in up to 6 months.

- Non-Federal Match: No Match Required
- Award Maximum:

Water Transmission Line Grants: \$150,000

Water Source Grants: \$1,000,000

For more information and to apply, click [here](#)!

- Water and Waste Disposal Loan and Grant Program

Applications Accepted Year Round

Description: This program provides \$150,000-approximately \$20 million in long term, low interest loans (and grants if funds are available) for clean and reliable drinking water systems, sanitary sewage disposal, sanitary solid waste disposal, and storm water drainage to households and businesses in cities with populations less than 10,000. While it is primarily for drinking water sourcing and treatment as well as sewer collection, funds may also be used for start up operations and maintenance. Loan term is 40 years and fixed interest rate is determined by the need for the project and median household of the area to be served. Funds can be obtained in 18-24 months. For more information and to apply, click [here](#)!

- Rural Economic Development Loan and Grant Program

Application deadlines quarterly, with the next deadline being December 31, 2024

Description: The USDA Rural Economic Development Loan and Grant Program provides zero-interest loans and grants to current and former eligible Rural Utilities Service borrowers to then use the funds to help local businesses finance projects to create and retain jobs or finance community facility projects. Up to \$300,000 in grants and \$2 million in loans may be requested to establish revolving loan funds. Eligible entities include:

- Nonprofit utilities eligible to receive assistance from the Rural Development Electric or Telecommunication Programs.
- Current Rural Development Electric or Telecommunication Programs borrowers.

Eligible areas are rural with a population of less than 50,000. Eligible projects include:

- Business incubators.
- Community development assistance to nonprofits and public bodies.
- Facilities and equipment to train rural residents to facilitate economic development.
- Start-up venture costs, including real estate, buildings, equipment or working capital.

For more information and to apply, click [here](#)!

- Rural Microentrepreneur Assistance Program

Application Deadlines are quarterly, with the next deadline December 31, 2024

Description: The USDA's Rural Microentrepreneur Assistance Program (RMAP) for fiscal year (FY) 2023 provides loans and grants to a non-profit entity, or public institutions of higher education as a Microenterprise Development Organization (MDO) to establish revolving loan funds to provide loans to rural microenterprises and micro entrepreneurs. Loan funds are used by the MDO to establish or recapitalize a revolving loan program for making microloans to a rural microentrepreneur business. Grant funds are used by the MDO to provide technical assistance and entrepreneurship training to rural individuals and businesses. Maximum awards are \$500,000 for loans, and \$100,000 for grants. Match is 15-25%. For more information and to apply, click [here](#)!

- Intermediary Relending Program

Application Deadlines are quarterly, with the next deadline December 31, 2024

Description: The USDA's Intermediary Relending Program (IRP) for FY 2024 provides low-interest loans to local lenders or "intermediaries" that re-lend the funds to businesses to improve economic conditions and create new opportunities in rural communities. Eligible applicants include private non-profit corporations, public agencies, or a cooperative entity, identified as eligible intermediary. Maximum loan amounts are expected to be \$1 million. Match will be 25% minimum. For more information and to apply, click [here](#)!

- Renewable Energy Systems & Energy Efficiency Improvement Guaranteed Loans & Grant Program

Application Deadlines are quarterly, with the next deadline December 31, 2024

Description: This program provides loan financing and grant funding to agricultural producers and rural small businesses for renewable energy systems or to make energy efficiency improvements. Projects must be located in rural areas with populations of 50,000 or less. Loan guarantees are available up to 75% of eligible project costs and grants up to 50% of project costs. Grant terms are:

- Renewable Energy System Grants: \$2,500 minimum, \$1 million maximum.
- Energy Efficiency Grants: \$1,500 minimum, \$500,000 maximum.

Match is 50-75% depending on certain criteria. For more information and to apply, click [here](#)!

Texas Broadband Development Office

- Bringing Online Opportunities to Texas (BOOT) Program

Reopens 2025 for Round III

Description: Eligible applicants, including political subdivisions of the State and broadband service providers are able to apply for \$1-125 million grants with no required match for broadband infrastructure projects that are designed to deliver minimum 100 Mbps symmetrical service through last mile connections to unserved (<25 Mbps/3 Mbps) and underserved (<100 Mbps/10 Mbps) areas. Eligible expenses include the repair, rehabilitation, construction, improvement, and acquisition of real property, equipment (e.g., devices and office equipment), and facilities (e.g., telecommunications equipment, including infrastructure for backhaul, middle,

and last mile networks). For Round 2 only Texas' 24 highest need counties were eligible, but this will likely change next round. For more information, click [here](#)!

Texas Water Development Board

- Texas Water Development Fund (DFund)

Applications are accepted year-round

Description: The Texas Water Development Fund (DFund) is a state funded loan program that enables the Texas Water Development Board to fund multiple eligible components in one loan to borrowers for planning, design, acquisition, and construction of projects for

- Water supply
- Wastewater
- Water quality enhancement.

Loans are 20-30 year fixed interest and projects must be consistent with the current TWDB State Water Plan. To apply, reach out to one of the TWDB's Regional Project Implementation Teams to determine if the proposed project is eligible. For more information and to apply, click [here](#)!

- Flood Mitigation Assistance Grant Program

Applications closed January 8th, 2024, Annually Reopens in October

Description: This program provides funding to help states and communities pay for cost effective ways to reduce or eliminate the long-term risk of flood damage to repetitive loss and severe repetitive loss structures covered by the National Flood Insurance Program (NFIP). \$800 million is available for the FY 2023 program for political subdivisions that are in good standing with the NFIP with a FEMA approved and locally adopted Hazard Mitigation Plan for structures that have active NFIP flood insurance policies to:

- Develop or update the Flood Hazard component of a community's Multi-Hazard Mitigation Plan (limited to \$25,000 in federal funding per sub applicant).
- Develop flood risk reduction projects and/or individual flood mitigation projects (limited to \$900,000 in federal funding per sub application).
- Partnership development, enhancing local floodplain management, severe repetitive loss/repetitive loss strategy plan development.
- Acquisition and demolition or relocation of structures.
- Mitigation reconstruction.
- Localized flood risk reduction (drainage and stormwater) projects (limited to \$50,000,000 in federal funding per sub application).
- Dry flood-proofing of non-residential properties and historic residential properties.
- Structural retrofitting of existing buildings, and infrastructure retrofits.

Match ranges from 0% (if project mitigates a severe repetitive loss property) to 25%. For more information and to apply, click [here](#)!

- Clean Water/Drinking Water State Revolving Loan Fund (CWSRF/DWSRF)
Applicants typically submit a Project Information Form by March of each year-due March 1, 2025.
Description: Provides loans for wastewater or drinking water-related projects at interest rates lower than those offered by commercial markets. Projects include planning, acquisition, and construction of
 - Treatment facilities
 - Collection/distribution systems
 - Stormwater, nonpoint source pollution control
 - Estuary management
 - Consolidation and source water protection.

Program includes principal forgiveness (up to 70% based on annual median household income and household cost factor, 100% with \$300,000 maximum if serving population of 1,000 or fewer, and 15% for projects with up to 30% green components) for disadvantaged communities, green infrastructure projects, or emergencies. Eligible entities are cities, counties, and districts. Emergency preparedness principal forgiveness may be available for the preparation of an emergency preparedness evaluation/audit plan. Max forgiveness for a public water system is \$75,000, unless project is determined to be urgent need-100% forgiveness up to \$500,000). For more information and to apply, click [here!](#)

Office of the Governor

- Event Trust Fund Program
Application Period Rolling
Description: The Event Trust Program can assist Texas communities with paying costs related to preparing for or conducting an event by depositing projected gains in various local and state taxes generated from the event in a dedicated event-specific trust fund to cover allowable expenses. Eligible entities include municipalities, counties, or non-profit local organizing committees endorsed by a Texas municipality or county which has been selected to host a qualified event. Applicants must contribute \$1 in local tax gains for every \$6.25 the state contributes to the fund. Events Trust Fund grant awards are disbursed on a reimbursement basis following a review by the Governor's Office of submitted costs after the completion of the qualified event. One-hundred percent of allowable expenses may be funded, provided sufficient tax receipts are deposited in the trust fund. The program is funded through event-generated tax increase; there is no maximum or minimum amount of funds available. For more information and to apply, click [here!](#)

Texas Workforce Commission

- Skills for Small Business for Employers

Apply All Year

Description: Through the Texas Workforce Commission (TWC) Skills for Small Business program, up to \$2 million from the Skills Development Fund is dedicated to training for employees of small employers. Small businesses can apply to TWC for training offered by their local community or technical college, or the Texas A&M Engineering Extension Service (TEEX). TWC processes the applications and works with the college to fund the specific courses selected by businesses for their employees. This opportunity supports businesses with fewer than 100 employees and emphasizes training for new workers though it also may help upgrade the skills of incumbent workers.

- Skills for Small Business emphasizes training newly hired employees, those who have been hired by the business up to twelve months prior to the date that TWC receives an application.
- The program pays up to \$1,800 for each new employee being trained and \$900 for existing employees per 12-month period.
- Funding for training is for full-time employees.
- All training must be provided by a public community or technical college, or the Texas A&M Engineering Extension Service (TEEX). No third-party vendor training is allowed.
- Training must be selected from active course catalogs/schedules— credit, continuing education, online or other available unpublished courses.
- Employers must pay the prevailing wages in the local labor market for the trainees funded under the grant.

For more information and to apply, click [here!](#)

T-Mobile Hometown Grant

Deadline to apply for Q4 2024 is December 31, 2024

Description: T-Mobile offers a quarterly grant to 25 small towns for various community projects, including revitalizing or repurposing a historic structure, creating a downtown asset or destination, or improving a community space. This initiative will put \$25 million in 500 rural towns over five years. Local governments or non-profits can apply for up to \$50,000 for shovel-ready projects that have a plan, budget, timeline, estimate of impact, and letters of support. For more information and to apply, click [here!](#)

HUD

- FY 2024 Pathways to Removing Obstacles to Housing (PRO Housing)

Application Deadline October 15, 2024

Description: This program is available to states, counties, cities or towns, and multijurisdictional entities to apply for \$1-7 million for projects that advance access and reduce barriers to affordable housing, including high cost of land, lack of available units, inadequate infrastructure, gaps in financing, and aging housing stock. Additionally, projects must:

- Further develop, evaluate, and implement housing policy plans.
- Improve housing strategies.
- Facilitate affordable housing production and preservation.

These activities include a broad range of projects, from developing plans and policies to financing construction and acquisition of land to creating tax-increment financed districts to improve infrastructure. All projects must benefit at least 70% low to moderate income people. Priority areas for projects are those that have an affordable housing need greater than a threshold for at least one of three measures:

- Affordable housing not keeping pace with population growth.
- Insufficient affordable housing.
- Widespread housing cost burden or substandard housing.

Match is not required but contributions from applicant increase points in application scoring process. For more information and to apply, click [here!](#)

Texas Parks and Wildlife

- Local Parks Grant Programs

Application deadline August 1, Annual

Description: TPWD administers the Local Parks Grant Programs consisting of 5 individual programs that assist local units of government with the acquisition and/or development of public recreation areas and facilities. Match is 50%. The five programs are:

- [Local Parks Urban Outdoor Recreation](#): Up to \$1.5 million
- [Local Parks Non-Urban Outdoor Recreation](#): \$750,000
- [Local Parks Small Community Recreation](#): \$150,000
- [Local Parks Urban Indoor Recreation](#): \$2 million
- [Local Parks Non-Urban Indoor Recreation](#): \$1.5 million

For more information and to apply, click [here!](#)

TX-PACE Program

Open Year Round

Description: The Texas Property Assessed Clean Energy Program (TX-PACE) is a long term financing tool for improvements to energy efficiency, water-conservation, and on-site generation for commercial, industrial, and multifamily properties. The program allows property owners to finance 100% of their project costs with private funding paid off through a senior lien as long as the useful life of the equipment, allowing all PACE Projects to be cashflow positive. A non-profit, Texas PACE Authority, can administer the financing and is paid a user fee by the property owner. The Texas PACE Authority has also created a “PACE in a Box” toolkit for local governments to use to create uniform and sustainable local PACE programs. For more information and to apply, click [here](#)!

EPA

- Brownfields Multipurpose, Assessment, Revolving Loan Fund, and Cleanup Grant Program

Application Deadline November 14, 2024

Description: On September 6, 2024, the EPA announced an additional \$232 million in IIJA funding for the fourth round of this multipurpose grant program. Local governments and non-profits are eligible to apply for grant funding to:

- Inventory, characterize, assess, and conduct planning and community involvement related to brownfield sites;
- Capitalize a revolving loan fund and provide subgrants to carry out cleanup activities at brownfield sites; and
- Carry out cleanup activities at brownfield sites owned by the grant recipient.

Award amounts are up to \$500,000 for Community Assessment grants (or \$1 million for a coalition of applicants), up to \$1 million for Revolving Loan Fund grants (50% of award must be used for revolving loan fund, can also use funds for subgrants to non-profits for cleanup on properties they own), and \$500,000-\$2 million for Cleanup grants. There is a 20% match requirement for Revolving Loan Fund and Cleanup grants, and a \$40,000 cost share for a Multi-Purpose grant (applying for multiple categories of funding). For more information and to apply, click [here](#)!

- Recreation Economy Rural Communities 2024 Program

Application Deadline October 16, 2024

Description: The EPA recently opened this program for local governments, non-profits, and community institutions to apply for assistance from an EPA planning team in promoting outdoor recreation while facilitating main street growth. The planning team will work with the community and stakeholders over 8-12 months to develop an action plan with strategies for developing a local outdoor recreation economy. As a result of the plan, communities are encouraged to pursue activities such as:

- Ensuring local residents have connections and opportunities related to nearby outdoor assets to foster community pride, good stewardship, and local economic benefits.
- Creating or expanding trail networks to attract overnight visitors and new businesses.
- Developing in-town amenities to serve residents and attract new visitors and residents with an interest in nearby outdoor assets.

- Marketing local downtowns and Main Streets as gateways to nearby natural lands to capture and amplify outdoor recreation dollars.
- Developing a community consensus on the management of outdoor assets.

For more information and to apply, click [here!](#)

- **Water Technical Assistance (WTA) Program**

Applications accepted on ongoing basis

Description: This program provides free technical assistance to states, local communities, and other stakeholders by identifying water challenges, developing plans, building capacity, and developing application materials for these entities to access water infrastructure funding. Technical assistance can address the following areas:

- Drinking water accessibility and quality;
- Water reliability and low-water pressure;
- Lead, PFAS, and other contamination;
- Sewer and sewage backups;
- Flooding and stormwater backups; and
- Cybersecurity

For more information and to apply, click [here!](#)

Communities Unlimited Financing

Open Year Round

Description: Communities Unlimited is a non-profit U.S. Treasury-certified Community Development Financial Institution (CDFI) that finances small businesses, water and waste wastewater projects, and community facilities projects for nonprofit corporations and local government entities. Financing for water/community facilities projects will be up to \$750,000 at 6% interest and for small businesses \$1,000-\$100,000 at around 3% interest with a turnaround time on receiving funds of several months. Eligible recipients must serve a significant number of low-income customers and have a population of less than 20,000.

- Small Business Loans can be used for working capital, equipment purchase, and business purchase.
- Community Facilities projects include public facilities such as town halls, courthouses, fire departments and/or fire trucks, safety services, etc.
- Water and wastewater projects must improve public health and system security, extend service to new customers or improve service to existing customers, and create opportunities for economic development.

For more information and to apply, click [here!](#)

Action Needed: No action needed; for discussion only.

End of Packet