

DDCT

**Development District
of Central Texas**

January 29, 2025

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Agenda





Development District of Central Texas

Thursday, January 29, 2026

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 of the Jan. 8, 2025, meeting. (*pgs. 5-9*)
4. **Discussion and Action Item:** Formation of CEDS Steering Committee in accordance with EDA requirements (*pgs. 11-12*)
5. **Discussion Item:** Review of CEDS Revision Scope, Timeline, and Process (*pg. 13-18*)
6. **Discussion and Action Item:** Establish meeting dates for CEDS Steering Committee and subcommittee meetings (*pg. 19-21*)
7. Staff Update. (*pg. 23-24*)
 - a. DDCT Outreach Efforts
 - b. CEDS Revision Planning and EDA Coordination Update
 - c. In-Kind Reporting Requirement for Board members
 - d. Leadership Central Texas 2026
8. Board of Directors Comments.
9. Other Business:
 - a. Next DDCT meeting date Thursday, April 2, 2026, at 9:30 AM.
 - b. Next CEDS Steering Committee date Wednesday, February 25, 2026, at 9:30 AM.
10. 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



Approval of Minutes

Attached are the meeting minutes from the January 8th, 2026 meeting for review.

Action Needed: Approval of DDCT Meeting Minutes from the January 8th, 2026 meeting.

Development District of Central Texas (DDCT)

Thursday, January 8, 2025

9:30 AM

Regular Meeting Minutes

2180 North Main Street

Belton, TX 76513

Appointment	Entity	Member	Attended	Alternate Member
County	Bell County	Vacant		
County	Coryell County	Vacant		
County	Hamilton County	Vacant		
County	Lampasas County	Vacant		
County	Milam County	Vacant		
County	Mills County	Vacant		
County	San Saba	Vacant		
CTCOG	CTCOG	Vacant		
CTCOG	CTCOG	Vacant		
Individual	City of Killeen	Ramon Alvarez	N	
Individual	City of Mullin	Vacant		
Individual	City of San Saba	Vacant		
Individual	Belton EDC	Cynthia Hernandez	Y	
Individual	Bartlett Activities Center	Dean Roome	Y	
Individual	Cameron Industrial Foundation	Ginger Watkins	*	
Individual	Hamilton EDC	Vacant		
Individual	Nolanville EDC	Brian O'Connor	*	
Individual	Rockdale MDD	Jim Gibson	N	
Individual	Bartlett ISD	Dr. Teddy Clevenger	Y	
Individual	Workforce Development Board	Linda Angel	Y	
Individual	Salado Chamber of Commerce	Amanda Organ	N	
Individual	Vacant	Vacant		
Individual	Vacant	Vacant		
Individual	Vacant	Vacant		
Individual	Vacant	Vacant		

Y= Attended Y/A= Alternate Attended N=Did not attend *denotes online attendance

1. **Call to Order:** Dr. Teddy Clevenger called the meeting to order at 9:41 am.
2. **Opportunity for Public Comment:** No comments received from the Public, in person or online.
3. **Action Item:** Approve meeting minutes from the October 2, 2025, meeting.

The minutes from the October 2, 2025, meeting were presented for approval.

Ginger Watkins made a motion to approve the October 2, 2025, meeting minutes, seconded by Dean Roome; the motion passed unanimously.

4. **Discussion Item:** Regarding 2022–2026 Comprehensive Economic Development Strategy (CEDS) Status Review and Launch of 2026 CEDS Revision Process.

David Rodriguez, Regional Planner for the DDCT, presented an overview of the existing CEDS and noted the requirement for a new submission in the fall of 2026.

5. **Discussion and Action Item:** Formation of CEDS Steering Committee in accordance with EDA requirements.

David Rodriguez advised that a CEDS Steering Committee must be organized to remain in accordance with EDA guidelines.

Linda Angel made a motion to form a CEDS steering committee in accordance with the EDA requirements with a special DDCT board meeting on the 29th of January at 9:30am, seconded by Cynthia Hernandez; the motion passed unanimously.

6. **Discussion and Action Item:** Approval of CEDS Revision Scope, Timeline, and Process.

David Rodriguez provided an overview of the CEDS revision scope, timeline, and process.

Ginger Watkins made a motion to approve the CEDS revision timeline process, seconded by Dean Roome; the motion passed unanimously.

7. **Discussion and Action Item:** Establish meeting dates for CEDS Steering Committee and subcommittee meetings.

David Rodriguez advised the Board on the necessity of scheduling workshop dates for the upcoming CEDS revision. The Board discussed the appropriate meeting frequency to ensure all requirements are met by the 2026 deadline.

Linda Angel made a motion to table the action item till the January 29th special meeting, seconded by Ginger Watkins; the motion passed unanimously.

8. Discussion Item: Regarding updates on regional broadband initiatives.

David Rodriguez provided an update on various broadband initiatives and opportunities for the region.

9. Discussion Item: Regarding legislative updates impacting economic development.

David Rodriguez provided an update on legislative updates impacting economic development.

10. Staff Update.

David Rodriguez provided a staff update including the following items: DDCT Outreach Efforts, CEDS Revisions Planning and EDA Coordination, and In-Kind Reporting Requirements for Board Members.

11. Board of Directors Comments: None.

12. Other Business: Next meeting date Thursday, January 29th, 2026, at 9:30 AM.

13. Adjourn: The meeting adjourned at 10:33 am.

These meeting minutes were approved by DDCT at their meeting on _____.

Uryan Nelson, CTCOG Planning Director

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ITEM #4

Formation of CEDS Steering
Committee

Formation of CEDS Steering Committee

The EDA requires that the development or update of a CEDS be led by a Strategy Committee composed of public and private sector stakeholders.

Role of the Steering Committee

- Review data, trends, and SWOT findings
- Advise on vision, goals, and priority strategies
- Ensure alignment with regional needs and federal guidance
- Review and refine the draft plan before public comment

The goal is to ensure that our CEDS reflects regional input and not just internal staff planning.

Participation Expectations

Steering Committee members are expected to attend approximately **4–5 meetings** between **February and July 2026**, as well as support **public engagement efforts** such as workshops and surveys.

CTCOG staff will provide all technical materials, facilitate meetings, and handle compliance tracking and document drafting. The committee's responsibility is to **evaluate, challenge, and improve** that work, drawing on the lived experience and economic knowledge of its members.

Action Needed: Board approval of formation of the CEDS Steering Committee.

ITEM #5

Review of CEDS Revision,
Scope, Timeline, and Process

Review of CEDS Revision Scope, Timeline, and Process

The purpose of this item is to brief the Board and Committee Members on the Scope, Timeline, and Process of the CEDS Revision.

DDCT approval authorizes staff to begin the early compliance and engagement phases, including:

- Regional data updates for the Summary Background
- Scheduling of the first Steering Committee meeting
- Development of a stakeholder outreach strategy

Attached is the Steering Committee Briefing Document

Action Needed: Presentation by staff on CEDS Scope, Timeline and Process and Discussion

CEDS Steering Committee

Orientation & Process Briefing

Why We're Here

The Development District of Central Texas (DDCT) has launched the update of the region's **2026–2030 Comprehensive Economic Development Strategy (CEDS)**. This process is required to maintain DDCT's designation as the region's **Economic Development District (EDD)** under the U.S. Economic Development Administration (EDA), and it plays a central role in how our region coordinates priorities and competes for federal investment.

The CEDS is not an abstract planning exercise. It directly affects regional eligibility for EDA funding, the competitiveness of local projects, and the ability of cities, counties, and partners to align around shared economic challenges and opportunities. The Steering Committee exists to ensure this strategy reflects real conditions on the ground across the region.

What the CEDS Is — and What It Is Not

The CEDS is:

- A federally required regional economic development strategy
- A framework for aligning local priorities across jurisdictions
- A tool that strengthens funding eligibility and project readiness
- The foundation for DDCT's role as the region's EDD

The CEDS is not:

- A list of guaranteed projects
- A mandate on local governments
- A replacement for local planning or decision-making authority

Local communities retain control over their own priorities. The CEDS helps those priorities compete more effectively and work together where regional coordination is beneficial.

Why This Matters to Your Community

Economic development challenges do not look the same everywhere. What matters most in Belton may not be what matters in Holland, San Saba, or Cameron. At the same time, many issues cut across local boundaries: water and wastewater capacity, aging

infrastructure, transportation constraints, workforce pipelines, and the impacts of rapid industrial and technological change.

Recent and emerging pressures in the region include:

- Growth tied to semiconductors, advanced manufacturing, and AI
- Workforce alignment with higher education and training programs
- Military-related innovation and supply chains
- Infrastructure strain, especially water, wastewater, and transportation
- Managing growth in communities with very different appetites for change

The CEDS provides a structured way to address these realities collectively, without losing sight of local context. Regional alignment does not replace local priorities — it strengthens them.

The CEDS Revision Process (EDA Requirements)

To be compliant, the CEDS must include the following components:

- **Background Summary**
A high-level economic profile of the region's population, workforce, industries, and infrastructure.
Answers: "Where are we now?"
- **SWOT Analysis**
A collaborative assessment of regional strengths, weaknesses, opportunities, and threats, built through stakeholder input.
- **Strategic Direction & Action Plan**
Defines goals, priorities, and implementation strategies aligned with local, state, and federal objectives.
- **Evaluation Framework**
Establishes how progress will be tracked over time using performance measures or indicators.
- **Integrated Resilience**
Addresses the region's ability to withstand and respond to future economic shocks.
- **Public Engagement**
Includes a required 30-day public comment period, supported by workshops and surveys.

Roles and Responsibilities

DDCT Board

Approves the overall process and formally adopts the final CEDS.

CTCOG Staff

Manages logistics, data collection, public input, facilitation, drafting, and EDA compliance. Staff prepare all deliverables and coordinate submission to EDA.

CEDS Steering Committee

Serves as the primary source of insight and guidance. Members:

- Review and validate background conditions
- Participate in SWOT and strategy discussions
- Help identify priorities, gaps, and emerging issues
- Ensure the strategy reflects diverse regional perspectives

Steering Committee members are **not** expected to draft technical documents or conduct independent research but may be called on to aid in the process.

Timeline & Key Milestones

January–April 2026: Background & SWOT

- **January 29** – DDCT Special Meeting
Steering Committee roster presented for approval
- **February 25** – Steering Committee Meeting #1
Draft Background Summary review; confirm SWOT scope and outreach
- **March 11** – Regional SWOT Workshop
Public and stakeholder input gathered
- **April 2** – DDCT Quarterly Meeting
Review and approval of Background Summary and SWOT; Action Plan kickoff

April–June 2026: Strategy & Action Plan

- Mid–Late April – Steering Committee Meeting #3
Review goals, KPIs, and resilience framework
- Early May – Strategy Alignment Workshop
Test strategy direction with stakeholders

- Late May – Steering Committee Meeting #4
Review full draft strategy and action plan
- Late June – Steering Committee Meeting #5
Final draft prepared for Board review

July–October 2026: Public Review & Adoption

- **July 9** – DDCT Quarterly Meeting
Approve draft for public comment
- **July–August** – 30-Day Public Comment Period
- Early August – Steering Committee Meeting #6
Review public feedback and finalize revisions
- **October 1** – DDCT Quarterly Meeting
Adoption resolution prepared
- **October 22** – Executive Committee Approval
Final CEDS submitted to EDA and eligibility renewed

Participation Expectations

Meetings will generally be held during business hours. In-person participation is preferred to support productive discussion, with virtual participation available when needed. Steering Committee members can expect **3–4 focused meetings**, light preparation in advance, and meaningful opportunities to shape the direction of the strategy.

Thank you for your willingness to serve on the CEDS Steering Committee and for contributing your time and perspective to this process. Your insight is essential to developing a strategy that reflects real conditions across the region and positions our communities for long-term success.

If you have questions, ideas, or concerns at any point during the process, I encourage you to reach out.



David Rodriguez

Regional Planner

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ITEM #6

Establishing meeting dates for
CEDS Steering Committee and
Subcommittee Meetings

Establishing meeting dates for CEDS Steering Committee and subcommittee meetings

The 2026–2030 CEDS revision will follow a structured, milestone-based timeline designed to meet federal requirements while allowing meaningful regional input. The process emphasizes early validation of data and priorities, followed by focused strategy development and formal adoption.

Key Milestones and Meetings

- **January 29, 2026**
CEDS Steering Committee Kickoff
Formation of the Steering Committee and overview of the CEDS purpose, scope, and process.
- **Wednesday, February 25, 2026**
Steering Committee Meeting #2 – Background Summary Review
Review of regional data, trends, and conditions. Refinement of scope and preparation for SWOT engagement.
- **Wednesday, March 11, 2026**
Regional SWOT Workshop
Facilitated session to validate strengths, weaknesses, opportunities, and threats through stakeholder input.
- **Thursday, April 2, 2026**
DDCT Quarterly Meeting
Review and approval of the Background Summary and SWOT Analysis. Kickoff of the Action Plan and Evaluation Framework phase.
- **Spring–Summer 2026**
Action Plan & Evaluation Framework Development
Steering Committee input on goals, strategies, and performance measures.
- **Late Summer 2026**
Public Comment Period (30 days)
Required public review prior to final adoption.
- **Fall 2026**
Final Review and Adoption
DDCT Board consideration and formal adoption of the 2026–2030 CEDS.

Action Needed: Approval of meeting dates and targets.

CEDS REVISION TIMELINE			
Date	Meeting	Outcome	Next Steps
29-Jan	DDCT Special Meeting	Steering Committee Roster Presented for Approval	Schedule and prepare materials for Background Summary Review Meeting (SC#1)
25-Feb	SC#1	Draft Background Summary reviewed; scope and outreach strategy confirmed	Plan and Prompote SWOT Workshop
11-Mar	SWOT Workshop/SC#2	Public SWOT input gathered and recorded	Synthesize SWOT for committee review
2-Apr	DDCT Q2 Meeting	SWOT Reviewed and Approved	Draft Strategic Direction and Evaluation Framework
Mid-Late Apr	SC#3	Review goals and KPIs	Develop full action plan and resilience section
Early May	Strategy Alignment Workshop	Strategy direction tested with stakeholders	Refine strategies and build project matrix
Late May	SC#4	Full draft strategy and action plan reviewed	Finalize Draft for Board Preview
Late June	SC#5	Draft Review for submission to DDCT board for approval	Proceed to DDCT board to open public comment period
9-Jul	DDCT Q3 Meeting	Full draft approves for public comment	Launch 30 day public comment period
July-Aug	Public Comment Period	Feedback colleceted via established tools	Prepare summary and revisions
Early Aug	DDCT Special Meeting/SC#6	Review Feedback on public comments	Prepare final draft revisions and EDA checklist
Mid Aug	Staff Finalization	Final draft reviewed, and recommended for adoption by SC, Plan Finalized and Compliance Verified	Complete final formatting and prepare board adoption packet
1-Oct	DDCT Q4 Meeting	Prepare resolution for CEDS adoption	Motion to ratify and present to Executive Committee for final Approval
22-Oct	Executive Committee	Final Approval	Submit CEDS to EDA
Late Oct	Submission to EDA	Renewal of Eligibility and Status as EDD	Implementation across the region

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ITEM #7

Staff Update



Staff Update

- DDCT Outreach Efforts
- CEDS Revision Planning and EDA Coordination Update
- In-Kind Reporting Requirement for Board members
- Leadership Central Texas 2026

Action Needed: No action needed; for discussion only.

End of Packet

