



CENTRAL TEXAS COUNCIL OF GOVERNMENTS
DEVELOPMENT DISTRICT OF CENTRAL TEXAS

DDCT

**Development District
of Central Texas**

April 2, 2026

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Agenda





Development District of Central Texas

Thursday, April 2, 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 February 25, 2026, meeting.
4. **Discussion Item:** Review of Background Summary Draft
5. **Discussion Item:** Regarding Furthering TDA Fair Housing Efforts
6. Staff Update.
 - a. TRBP Commencement Update
 - b. Reminder of In-Kind Logs
 - c. Leadership Central Texas 2026
 - d. Upcoming Newly Elected Officials Class
7. Board of Directors Comments.
8. Other Business:
 - a. Next DDCT meeting date Thursday, July 9, 2026, at 9:30 AM.
 - b. Next Steering Committee Workshop Wednesday, May 27, 2026, at 9:30 AM.
9. 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

02/25/2026

DDCT Board Meeting

Agenda Item # 3

Approval of Minutes

Attached are the meeting minutes from the February 25th, 2026 meeting for review.

Action Needed: Approval of DDCT Meeting Minutes from the February 25th, 2026 meeting.

Development District of Central Texas (DDCT)

Thursday, February 25, 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	Scott Edmondson	Y*	
CTCOG	CTCOG	Vacant		
CTCOG	CTCOG	Vacant		
Individual	City of Belton	Luke Potts	Y	
Individual	City of Killeen	Ramon Alvarez	N	
Individual	City of Mullin	Vacant		
Individual	City of San Saba	Vacant		
Individual	Belton EDC	Cynthia Hernandez	N	
Individual	Bartlett Activities Center	Dean Roome	Y	
Individual	Cameron Industrial Foundation	Ginger Watkins	Y	
Individual	Hamilton EDC	Vacant		
Individual	Nolanville EDC	Brian O'Connor	Y	
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		

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

1. **Call to Order:** Linda Angel called the meeting to order at 9:35 am.
2. **Opportunity for Public Comment:** No comments received from the Public, in person or online.
3. **Action Item:** Approve meeting minutes from the January 29, 2026, meeting.

The minutes from the January 29, 2026, meeting were presented for approval.

Ginger Watkins made a motion to approve the January 29, 2026, meeting minutes, seconded by Dean Roome; the motion passed unanimously.

4. **Discussion and Action Item:** Leadership Central Texas (LCT) 2026 Marketing Strategy and Candidate Evaluation.

David Rodriguez, DDCT Regional Planner, provided an overview of the draft agendas for each day of LCT, along with the marketing advertisements created for this year.

Luke Potts made a motion to approve CTCOG staff to begin marketing outreach and candidate vetting, seconded by Dean Roome; the motion passed unanimously.

5. **Staff Update.**

David Rodriguez provided a staff update including the following item: possible rescheduling for the March SWOT meeting.

6. **Board of Directors Comments:** None.
7. **Other Business:** Next meeting date Thursday, April 2, 2026, at 9:30 AM.
8. **Adjourn:** The meeting adjourned at 9:42 am.

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

Uryan Nelson, CTCOG Planning Director

ITEM #4

Review of Background Summary
Draft

Review of Background Summary Draft

The purpose of this item is to present the draft Regional Background Summary prepared for the 2027–2032 Comprehensive Economic Development Strategy (CEDS) and to orient the Board to its structure, major findings, and intended use in the next phase of the planning process.

1. Introduction and Purpose

- The Background Summary is the factual baseline for the 2027–2032 CEDS.
- Its purpose is to consolidate the most current regional data before the SWOT analysis.
- The document is meant to ground strategy in current conditions across demographics, economy, housing, infrastructure, and resilience.

2. Regional Overview

- The DDCT region is a seven-county area with a strong internal divide between the Bell/Coryell urban-military core and the more rural western counties.
- Bell County functions as the population and economic center of the region.
- Fort Hood provides major economic stability, but the region's dependence on it is also a structural vulnerability.
- The region has scale, but not yet the level of private-sector diversification needed for long-term resilience.
- Average earnings remain well below the national average, and no private-sector industry currently functions as a strong export-base driver at the regional level.

3. Region at a Glance / Capacity Snapshot

- The region's population is approximately 539,364.
- Total employment is about 150,028, with an annual wage base of roughly \$9.08 billion.
- Average earnings per job are about \$60,527, which is approximately \$15,000 below the national average.
- Government employment makes up 21.9% of all jobs, showing how important the public and military-connected sectors are to the regional economy.
- Five of seven counties have healthcare shortage designations, and five of seven fall below the 25 Mbps broadband threshold.

4. Economic Development Capacity Index (EDCI)

- County capacity is uneven across the region and varies by type of capacity, not just by size.
- Bell and Coryell are strong in infrastructure and industry, but weak in human capital and financial measures.
- Some rural counties perform better than expected in institutional strength or financial capacity.
- The region's challenges are not uniform:
 - some counties lack infrastructure,
 - some lack labor force depth,
 - some lack industry base,

- and some have institutional assets that are not yet fully leveraged.
- This means future strategy should be tailored, not one-size-fits-all.

5. Population Growth

- The region has grown since 2020, but growth is concentrated in Bell, Coryell, and Lampasas.
- San Saba is the only county currently showing net population decline.
- Bell County continues to drive most of the region's population growth.
- The region is growing overall, but not all counties are sharing in that growth equally.

6. Age Structure

- The region as a whole appears relatively young because of Bell and Coryell's military-influenced population.
- That regional average masks a very different reality in the western counties.
- Mills, Hamilton, and San Saba have significantly older populations and face more serious workforce aging pressures.
- This creates a dual regional challenge:
 - younger military-connected households in the east,
 - aging and shrinking workforce conditions in the west.

7. Racial and Ethnic Composition

- The region is more racially and ethnically diverse than a typical rural Texas region.
- Non-Hispanic White residents make up a plurality, not a majority.
- Hispanic/Latino and Black/African American populations make up substantial shares of the region.
- Fort Hood strongly influences this diversity profile.
- These demographics matter for equitable economic development and workforce planning.

8. Veterans Population

- The region has an unusually large veteran population relative to national norms.
- Veterans are a major economic constituency in the region.
- This has implications for workforce transition, housing, entrepreneurship, credentialing, and healthcare access.
- Veteran transition support should be treated as an economic development issue, not just a social service issue.

9. Migration Patterns

- The region is experiencing net positive migration.
- The strongest inbound and outbound connections are with Williamson and Travis counties.
- This shows that the DDCT region is closely tied to the Austin metropolitan economy.
- That connection creates both opportunity and risk:
 - opportunity to attract workers and households seeking lower costs,
 - risk of losing talent to higher-wage metro markets.

10. Economic Structure

- The economy remains heavily shaped by government, military, and military-adjacent sectors.
- The region has employment scale, but weaker wage performance and limited export-base depth in the private sector.
- Retail, healthcare, and service sectors are prominent, but they do not by themselves solve the region's job-quality problem.
- A core CEDS challenge is improving diversification and raising the quality of jobs, not just the quantity of jobs.

11. Workforce Implications

- The workforce picture is shaped by two very different realities:
 - a young, mobile, military-connected labor base in Bell/Coryell,
 - and older, thinner labor markets in the rural counties.
- The region must address both workforce availability and workforce quality.
- Veteran transition, education alignment, and skill upgrading are likely to be major themes moving forward.

12. Housing and Community Conditions

- Housing is treated in the document as part of the region's economic development platform.
- Housing availability and affordability affect workforce attraction and retention.
- Growth pressures in the eastern counties and weaker market conditions in the rural counties likely create very different housing issues across the region.
- This section supports the idea that housing should be considered part of economic competitiveness.

13. Infrastructure, Broadband, and Transportation

- Infrastructure readiness is one of the clearest divides in the region.
- Bell and Coryell benefit from stronger infrastructure conditions, while the rural counties face more constraints.
- Broadband remains a major issue, with five of seven counties below the 25 Mbps threshold.
- Transportation access and infrastructure investment remain central to competitiveness and project readiness.
- Economic opportunity is constrained where infrastructure is weak.

14. Healthcare Access

- Healthcare access is a major regional issue and is especially serious in the rural counties.
- Five of seven counties have healthcare shortage designations.
- Aging populations in the west intensify the problem.
- Healthcare access is not just a quality-of-life issue; it affects labor force participation, business attraction, and long-term resilience.

02/25/2026

DDCT Board Meeting

Agenda Item #

15. Commercial Real Estate and Market Conditions

- Commercial development is concentrated primarily in Bell County.
- Industrial, logistics, healthcare, and service-related development are the strongest market areas.
- Rural counties have much more limited commercial market depth.
- Utility capacity, site readiness, and infrastructure are likely key limiting factors for development outside the core counties.

Action Needed: No action needed; for discussion only.

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ITEM #5

Regarding Furthering TDA Fair
Housing Efforts

Regarding Furthering TDA Fair Housing Efforts

The purpose of this item is to brief the Board on activities related to furthering fair housing in accordance with requirements associated with the Texas Department of Agriculture (TDA) Technical Assistance grant.

As part of this effort, DDCT is recognizing April as Fair Housing Month and supporting public awareness activities related to fair housing. Grant guidance indicates that proclaiming and publicizing Fair Housing Month is an appropriate component of compliance, but that this effort alone is not sufficient to satisfy the Fair Housing and Other Outreach Event requirement. DDCT is therefore coordinating with partner staff, including KTMPO and CTCOG Housing, to support participation in a public-facing fair housing outreach activity in addition to the recognition effort.

This item is intended to inform the Board of the compliance requirement, the activities underway to satisfy it, and DDCT's coordination with partner agencies to document outreach consistent with grant expectations.

Action Needed: No action needed; for discussion only.

Item #6

Staff Update



Staff Update

- **TRBP Commencement:** Update on the **Texas Regional Broadband Program**, which provides CTCOG with approximately **\$107,000 per year** for three years to support regional digital opportunity planning.
- **In-Kind Logs:** A reminder for Board members to submit their required reporting.
- **Leadership Central Texas 2026:** Final status of recruitment efforts before the **April 17, 2026** application deadline.
- **Newly Elected Officials Class:** Information on the upcoming curriculum focused on the roles and responsibilities of public officials.

Other Business

- Next DDCT meeting date Thursday, April 2, 2026, at 9:30 AM.
- Next SWOT Workshop Wednesday, March 11, 2026, at 9:30 AM

Action Needed: No action needed; for discussion only.

End of Packet