

*"Improve, support,  
and promote  
economic growth  
while maintaining  
community  
character and  
quality of life in  
Central Texas"*

*Bell County*

*Coryell County*

*Hamilton County*

*Lampasas County*

*Milam County*

*Mills County*

*San Saba County*

## Development District of Central Texas

# Comprehensive Economic Development Strategy 2007-2008



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# Development District of Central Texas

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*The Comprehensive Economic Development Strategy was adopted by  
the Development District of Central Texas Board of Directors on  
January 7, 2008.*

# 1. Introduction

With the separation of the former Central Texas Economic Development District (CTEDD), the counties within the Central Texas Council of Governments planning region were left without a facet for the regional coordination of economic development goals. As a whole, the region is continuing to grow, but rural areas are struggling to maintain existing economic resources. According to the Texas Workforce Commission, industry growth is projected to continue, but at a slow to modest rate of growth per year.

To effectively assume the economic planning responsibilities for the region, a detailed plan of action complete with goals, objectives, and identified strategies will be needed. This plan, referred to as a Comprehensive Economic Development Strategy (CEDS), will be used to guide the Development District of Central Texas in fostering an environment for sustainable economic development while balancing the available resources of the region. Established by the Economic Development Administration Reform Act of 1998, the CEDS is a requirement for the establishment of all new Economic Development Districts. The CEDS must be revised periodically.

The CEDS prepared through this grant will perform the following functions:

- Analyze regional conditions to provide a baseline for the application of economic development strategies;
- Provide the background and history of economic development throughout the region;
- Identify opportunities and weaknesses in order to construct a framework for economic development;
- Define the goals and visions for the region while setting the course for future development actions.
- Determine and develop strategies for achieving these goals; and
- Establish performance measures for evaluating the success of strategies and the extent to which goals are being achieved.

As with all strategic planning documents, the CEDS will require comprehensive review as goals and objectives are met and new ones identified. The task of periodically bringing together citizens, stakeholders, and decision makers to refine and reexamine community desires will produce the best possible decisions about the future.

In keeping with long standing traditions, the development of this strategic plan seeks to guide economic development within the region in a manner consistent with regional desires.

## Organization

The counties of Bell, Coryell, Hamilton, and Milam have merged with the counties of San Saba, Mills, and Lampasas to form the Development District of Central Texas. This new district serves the Central Texas Council of Governments' seven county planning area providing economic development assistance to approximately 374,518 persons within a 6,559 square mile area.

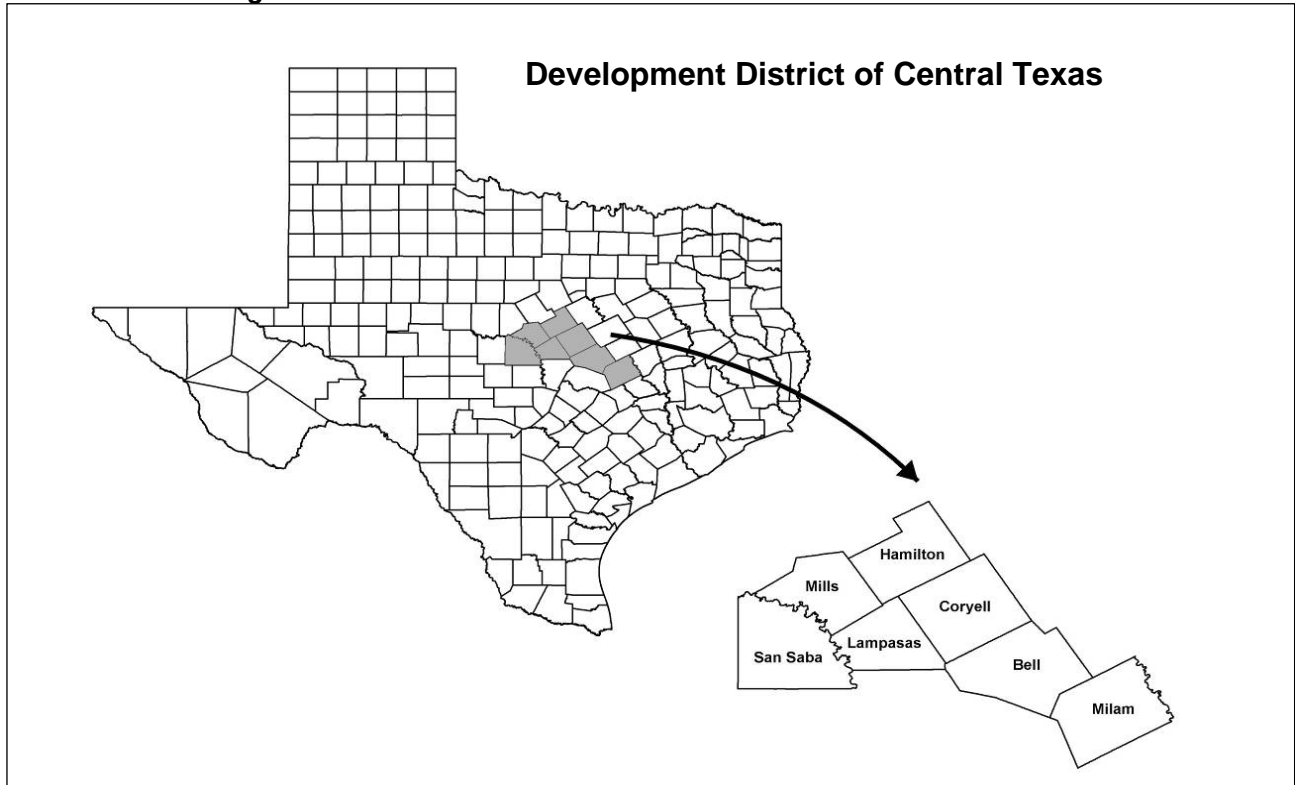
The Development District of Central Texas was incorporated in the State of Texas as a non-profit corporation on June 24, 2002. (Please see Appendix A, for more information) A Board of Directors composed of 27 representatives from local governments, chambers of commerce, business, economic development organizations, and minority interests govern this newly created corporation. (Please see Appendix B for more information) The Board of Directors also acts as the Comprehensive Economic Development Strategy (CEDS) Committee for the District, entailing vigorous workshops and brainstorming sessions.

The Central Texas Council of Governments (CTCOG) provides the administrative and operational support for the Development District of Central Texas. Initiated in 1967, the Central Texas Council of Governments (CTCOG) has been consistently involved in program administration and development. Taking an aggressive and progressive approach to providing needed services to our members, the CTCOG has been an active member in the development of planning organizations.

## 2. Area Overview

Located near several large metropolitan areas, the communities within the Central Texas region are in a position to enhance the regional economy through the dynamic use of existing resources. Map 2.1 illustrates the seven county area served by the Development District of Central Texas in relation to the state of Texas.

**Map 2.1 Central Texas Region**



Source: Central Texas Council of Governments

The following section discusses details regarding the area's history, population, labor force, and other facets of development necessary to keep the region on an upward economic trend.

### History

The Central Texas region enjoyed distinction in the late 1800's with the development of the Katy (Missouri, Kansas, and Texas) and Santa Fe Railroads. Many county seats located in prime locations for train service. Farming and ranching were prime economic factors in the rural areas of the region. Scott and White Memorial Hospital and Medical Center, a nationally known teaching medical facility, organized in Bell County in the early 1900's. In the 1940's, Bell and Coryell Counties became home to Camp Hood, now known as Fort Hood, one of the largest military bases in the nation.

## Population

### Historical Population

Historically, the Central Texas population experienced steady growth on average. The regional population more than doubled in 50 years from almost 149,000 in 1950 to nearly 375,000 in 2000. During the same period, the State's population grew nearly three fold. Table 2.1 reports these population trends below.

**Table 2.1 Historical Population**

Entity	1950	1960	1970	1980	1990	2000
Bell	73,824	94,097	124,483	157,889	191,088	237,974
Coryell	16,284	23,961	35,311	56,767	64,213	74,978
Hamilton	10,660	8,488	7,198	8,297	7,733	8,229
Lampasas	9,929	9,418	9,323	12,005	13,521	17,762
Milam	23,585	22,263	20,028	22,732	22,946	24,238
Mills	5,999	4,467	4,212	4,477	4,531	5,151
San Saba	8,666	6,381	5,540	6,204	5,401	6,186
<b>Region</b>	<b>148,947</b>	<b>169,075</b>	<b>206,095</b>	<b>268,371</b>	<b>309,433</b>	<b>374,518</b>
Texas	7,711,194	9,579,677	11,196,730	14,229,191	16,986,510	20,851,820

Source: U.S. Bureau of the Census, 1950-2000.

### Population Projections

The Texas State Data Center projects the population in the region to grow by more than 30% in the next 30 – 35 years. The suggested growth pattern would generate nearly 500,000 persons in the region by 2040. Population projections by five-year increments are listed below in Table 2.2.

**Table 2.2 Population Projections**

Area	2000	2005*	2010*	2015*	2020*	2025*	2030*	2035*	2040*
Bell	237,974	255,439	270,147	282,516	293,483	304,617	315,443	324,551	331,488
Coryell	74,978	77,976	80,628	82,864	84,777	86,380	87,275	87,510	87,198
Hamilton	8,229	8,047	7,968	7,988	7,989	7,973	7,984	8,047	8,123
Lampasas	17,762	18,095	18,594	19,084	19,444	19,671	19,788	19,902	19,947
Milam	24,238	24,644	25,260	25,903	26,430	26,844	27,209	27,594	27,961
Mills	5,151	5,006	4,985	5,010	5,011	4,993	4,959	4,965	4,994
San Saba	6,186	6,130	6,226	6,350	6,439	6,508	6,574	6,664	6,752
<b>Region Total</b>	<b>374,518</b>	<b>395,337</b>	<b>413,808</b>	<b>429,715</b>	<b>443,273</b>	<b>456,986</b>	<b>469,232</b>	<b>479,223</b>	<b>486,463</b>

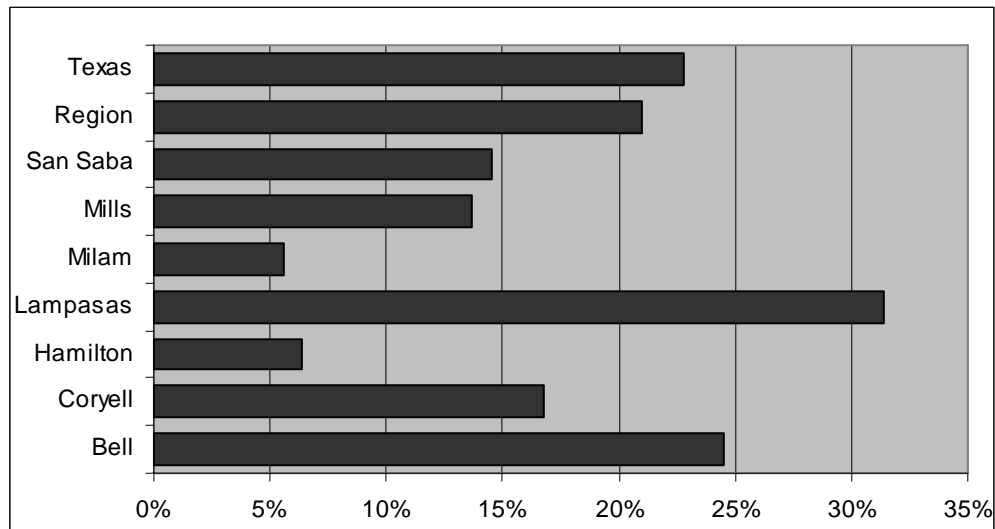
Source: Texas State Data Center Projections, December 2006.

\*Projections based on the scenario 0.0 and the 2000 Census.

**Growth Rates**

The last decade brought growth to the Central Texas region. The region grew 21% from about 309,000 persons in 1990 to nearly 375,000 persons in 2000. Every county except the most rural counties reported double-digit growth rates. Bell and Lampasas Counties grew faster, 24.5% and 31.4% respectively, than the state as a whole at 22.8%. Figure 2.1 shows a comparison of growth rates for 1990 and 2000. (For more detailed information, see Appendix C, Table AC.1)

**Figure 2.1 – Growth Rates 1990-2000**

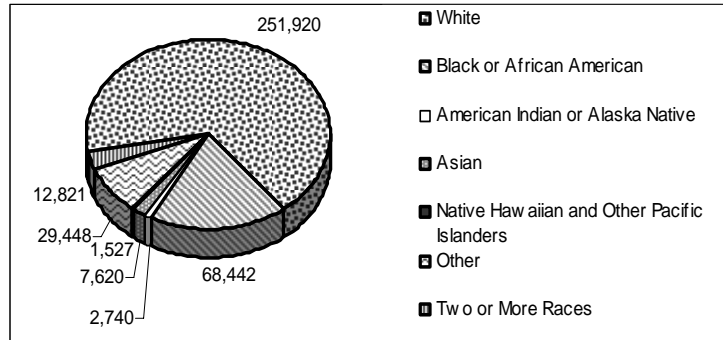


Source: U.S. Bureau of the Census, 2000.

**Racial Breakdown**

The 2000 Census provided more racial categories than ever before. The table below reports the common “one race” racial groups and the additional category of “two or more races.” The U.S. Bureau of the Census defines “two or more races” as a combination of two or more of the following race categories: White, Black or African American, American Indian and Alaska Native, Asian, Native Hawaiian and other Pacific Islander, and some other race. Americans documented all races that they considered themselves. The vast majority of persons in this region considered themselves to be of only one race. The area is 67.3% White, 18.3% Black or African American, 0.7% American Indian or Alaska Native, 2.0% Asian, 0.4% Native Hawaiian and other Pacific Islanders, and 7.9% other. The U.S. Bureau of the Census regards ethnicity, or a person that is of Hispanic origin, separately from racial categories. In this region, 15.7% of the population believe themselves to be of Hispanic origin (this group includes all racial categories). Figure 2.2 shows the various racial categories for each county. (Appendix C, Table AC.2 contains detailed information about 2000 race and ethnicity statistics.)

**Figure 2.2 – 2000 Regional Population by Race**



Source: U.S. Bureau of the Census, 2000.

The U.S. Census Bureau also reports that 83% (285,605) of the population above the age of five speak only the English language. Of population over five, 12% (40,473) can speak Spanish, 3% (9,985) can speak other Indo-European languages and 2% (6,807) can speak Asian/Pacific Island languages “very well”. In Central Texas, 5% (17,918) of the population above the age of five do not speak English “very well”. (For more information see Appendix C, Table AC.3)

## Labor Force

Labor force and employment data are useful to profile characteristics of the resident workforce and offer a prospective basis for evaluating future employment needs and opportunities.

### Participation Rate

To examine labor force participation in Central Texas, this study will use the U.S. Bureau of the Census definition and is calculated as the total number of people over age 16. The population over 16 is 280,473 according to the 2000 Census, with 184,929 people (66%) participating in the labor force. This figure includes both civilian and armed forces. For men there was a 76% labor force participation rate, for women the rate was 56%. Table 2.3 presents participation rates for the labor force.

**Table 2.3 – Labor Force Participation Rate**

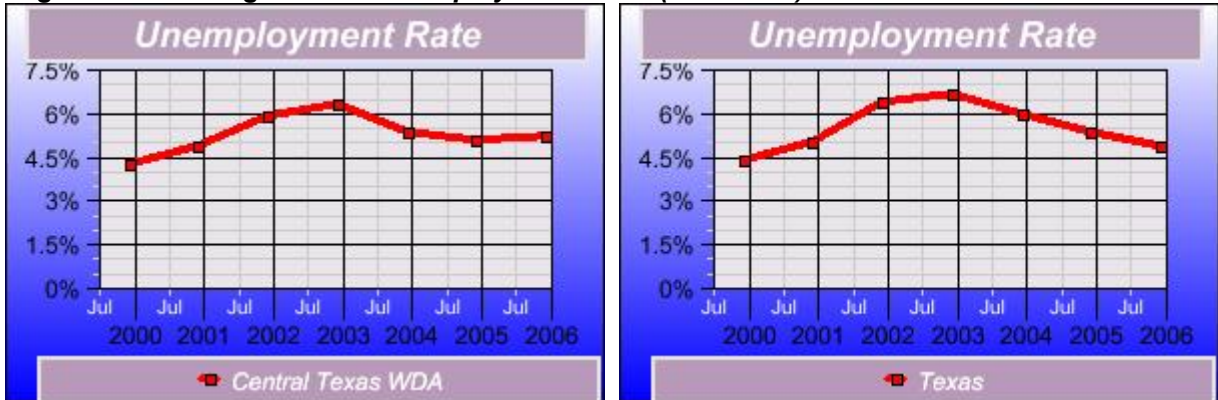
	Population over 16	Participation Rate
Bell	176,000	69%
Coryell	57,064	63%
Hamilton	6,496	54%
Lampasas	13,575	62%
Milam	18,489	59%
Mills	4,009	55%
San Saba	4,840	52%
Region	280,473	66%
Texas	15,617,373	64%

Source: U.S. Census Bureau, 2000.

**Unemployment**

The unemployment rate increased in the region 5.9% in 2002 to 6.3% in 2003, keeping a slightly lower increase than State trends (6.4% to 6.7%). Trends in the unemployment rate for the region and the State are presented below in Figure 2.3. They continue to decline and as of August 2007, Lampasas, Hamilton, and Mills counties were all under 4%. (More detailed data is available in Appendix C, Table AC5.)

**Figure 2.3 – Average Annual Unemployment Rates (2000-2006)**



Source: Texas LMI TRACER, Data Link\*

**Employment**

Total full time employment in Central Texas is estimated at 139,251 jobs (as of January 2002). Based on 128,874 households in the region, the jobs to housing ratio is 0.93 (a balanced jobs to household ratios is between 0.80 and 1.20). The balanced jobs-to-housing ratio is an indication that there are currently enough jobs within the region to meet the needs of current residents. However, a jobs-to-housing ratio merely examines the number of jobs and does not consider whether these positions meet the skills of residents.

With mild fluctuations throughout the 1990s, employment in Central Texas has increased from 114,413 in 1992 to 139,251 in January 2002. This trend follows what was witnessed by the State over the same time period, with the region experiencing a 21.7% increase and the state of Texas experiencing a 19.6% increase in employment. (Appendix C, Table AC.4 contains detailed information about the average annual employment.)

**Employment by Industry**

The Health care and social assistance and retail sectors are the most predominant industries in the Central Texas region with 26.4% of the employment. Educational services make up the next largest percentage of the workforce (10.7%) followed closely by manufacturing (9.7%). Table 2.4 reflects the breakout for employment industries in the region and State.

**Table 2.4 – Employment by Industry, 2000.**

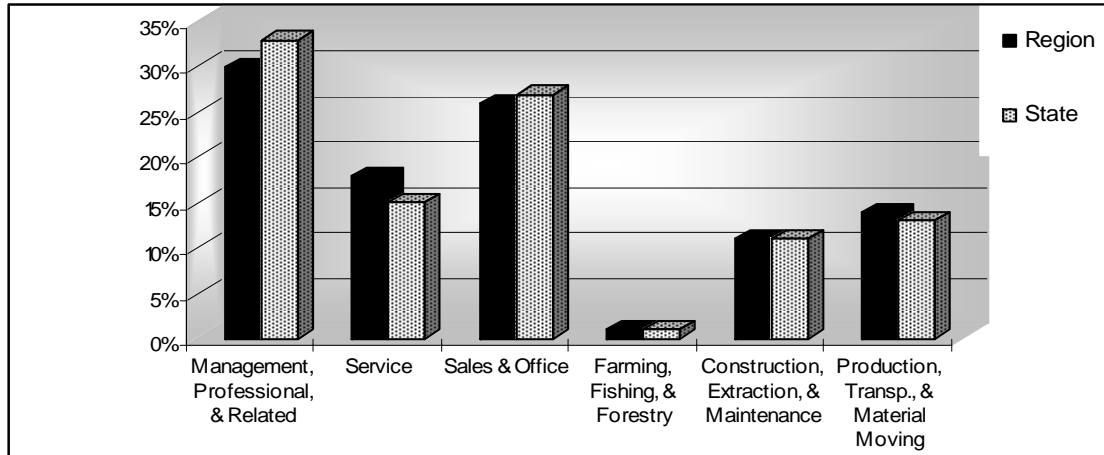
<b>Industry</b>	<b>Region</b>	<b>State</b>
Accommodation and food services	6.2%	6.1%
Administrative and support and waste management service	3.2%	3.7%
Agriculture, forestry, fishing and hunting, and mining	2.4%	1.4%
Arts, entertainment, recreation, accommodation and food services	0.9%	1.2%
Construction	7.4%	8.1%
Educational, health and social services	10.7%	9.4%
Finance, insurance, real estate and rental and leasing	3.6%	4.7%
Health care and social assistance	14.1%	9.8%
Information	2%	3.1%
Management of companies and enterprises	0%	0.1%
Manufacturing	9.7%	11.9%
Mining	0.3	1.3%
Other services (except public administration)	5.2%	5.2%
Professional, scientific, management, admin., and waste management services	2.9%	5.8%
Public administration	9%	4.5%
Real estate and rental and leasing	1.9%	2.1%
Retail trade	12.3%	12%
Transportation and warehousing	4.3%	4.8%
Utilities	0.6%	1%
Wholesale trade	3.2%	3.9%
% in Blue Collar Occupations	44.2%	39.5%
% in White Collar Occupations	55.8%	60.6%

Source: SitesOnTexas.com and US Census 2000, data from 2006.

### **Employment by Occupation**

Figure 2.4 shows the breakdown of employed residents by occupation according to the 2000 US Census Bureau. Compared to the State, relatively high proportions of the region's labor force have been employed in the service and the production, transportation, and material moving occupations, reflecting the region's position as the focus of commercial and industrial activity as well as a heavy lean towards law enforcement. By contrast, the region has been underrepresented (relative to the State) in management, professional, and related occupations as well as sales and office occupations.

**Figure 2.4 – Employment Occupation, 2000.**



Source: U.S. Census Bureau, 2000.

**Average Salaries**

Central Texas compares very favorably with the State when looking at the current average wage of its residents. Table 2.5 provides a comparison of the average wage for selected technical and professional professions in the region and State. Although wages are lower in the region than the State, they are comparable in most professions.

**Table 2.5 – Average Salaries for Select Technical and Professional Occupations**

	Region	State
<b>Technical</b>		
Electrician	\$12.88	\$14.79
Janitor, any industry	\$ 6.66	\$ 6.48
Machinist/Related Occupations	\$10.36	\$12.78
Maintenance (General)	\$ 8.98	\$ 9.73
Mechanic (Maintenance)	\$ 7.65	\$ 8.01
Sewing Machine (Garment)	\$ 5.99	\$ 7.14
Sheet Metal Worker	\$ 8.59	\$10.96
Truck Driver, Light	\$ 8.41	\$ 8.65
Welder	\$ 8.92	\$11.88
<b>Professional</b>		
Accountant/Auditor	\$16.38	\$19.73
Computer Operator	\$11.29	\$11.33
Computer Programmer	\$23.03	\$24.32
Secretarial	\$ 8.76	\$10.74
Telemarketing	\$ 7.27	\$ 7.71

Source: Texas Workforce Commission, 2000.

**Annual Income**

Although the numbers vary slightly for each county, income in this region falls well below the State and National averages. The regional per capita income averaged \$16,251 in 1999 for the region compared to a State average of \$19,617 and a National average of \$21,587. The regional median household income averaged \$33,438 in Central Texas, compared to \$39,972 in Texas and \$41,994 nationwide. The median family income for the region was \$39,122 to a State average of \$45,861 national average of \$50,046. Listed below in Table 2.6 is a breakdown of income levels in each county.

**Table 2.6 1999 Income**

Entity	Per Capita Income	Median Household Income	Median Family Income
Bell	\$17,219	\$36,872	\$41,455
Coryell	\$14,410	\$35,999	\$38,307
Hamilton	\$16,800	\$31,150	\$39,494
Lampasas	\$17,184	\$36,167	\$41,395
Milam	\$16,920	\$33,186	\$40,431
Mills	\$15,915	\$30,579	\$37,519
San Saba	\$15,309	\$30,104	\$35,255
Region	\$16,251	\$33,438	\$39,122
State	\$19,617	\$39,972	\$45,861
National	\$21,587	\$41,994	\$50,046

Source: U.S. Bureau of the Census, 2000.

**Education**

The total percentage of high school graduates in this region ranks about the same as the State according to the 2000 Census. All counties in the Central Texas area fell short of the State percentile for persons with a higher education. Mills County and Bell County were comparative with the State on the percentage of persons with a bachelor’s degree or higher. No current information is available for college education statistics. Table 2.7 shows more detail by county of percentages of persons with a high school diploma and a Bachelor’s degree or greater.

**Table 2.7 2000 Graduation Rates**

	High School Graduate	Bachelor's Degree or Greater
Bell	84.7%	19.8%
Coryell	81.1%	12.4%
Hamilton	73.8%	16.8%
Lampasas	78.8%	16.2%
Milam	70.9%	11.6%
Mills	76.7%	20.2%
San Saba	70.0%	15.8%
Texas	75.7%	23.2%

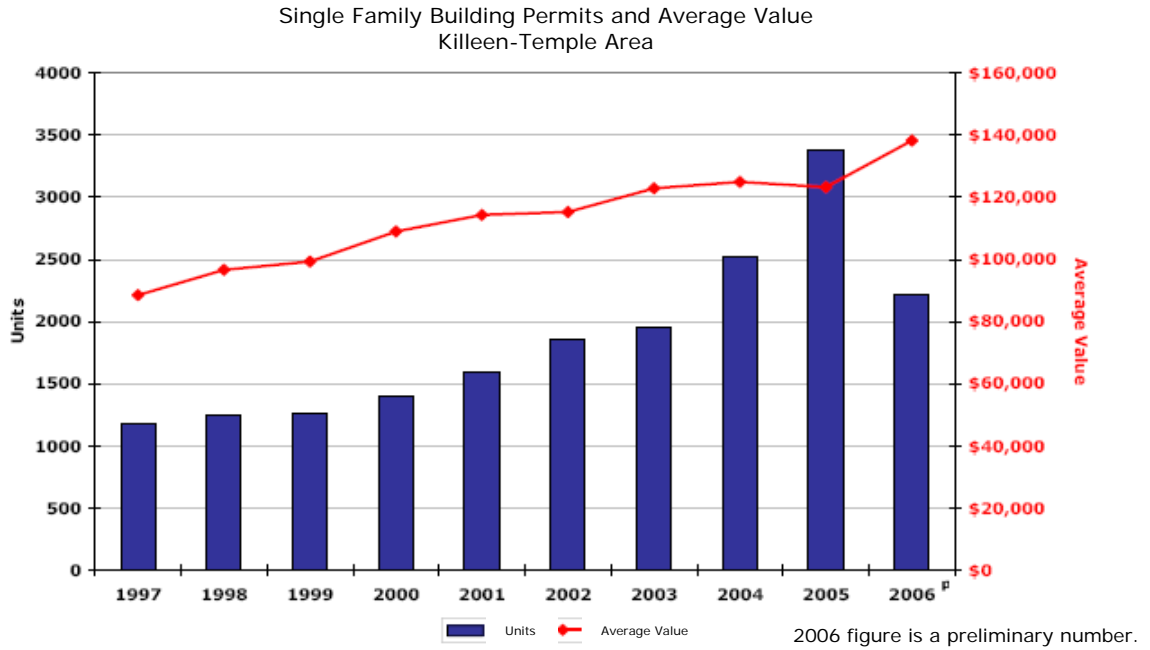
Source: U.S. Bureau of the Census, 2000.

There are four major universities, five junior colleges, and several technical schools within or in close proximity of the Central Texas region.

## Housing

Single family new home permit requests have increased dramatically. For the Killeen-Temple Area, there has been some fluctuation; but in 2006 while the average value was at an all time high, there was a significant drop in building permits for single-family structures. Figure 2.5 shows the Killeen-Temple Single-Family Building Permit and Average Value data from 1997 through 2006.

**Figure 2.5**



The cost of housing is much less in Central Texas compared to the larger metropolitan areas of the State and the State on average. Figure 2.6 shows the 2006 Housing Affordability Index, comparing Killeen, Temple, the State of Texas, and the United States. Median housing costs in Development District of Central Texas region are significantly lower than the State of Texas and the U.S.

**Figure 2.6**

2006 Housing Affordability Index						
MLS	2006 Median- Priced Home	Required Income to Qualify	Median Family Income	HAI*	HAI for First-Time Homebuyers**	
Killeen	\$110,500	\$27,184	\$48,800	1.80	#DIV/0!	
Temple	\$115,300	\$28,365	\$48,800	1.72	1.30	
State	\$143,000	\$35,179	\$54,300	1.54	1.05	
US	\$221,900	\$54,139	\$59,600	1.10	0.62	

\* The HAI is the ratio of the median family income to the income required to buy the median-priced house using standard mortgage financing at the current interest rate. Standard Financing is a fixed-rate, 30-year loan veering 80 percent of the cost of the home. A HAI of 1.00 indicates that the median family income is exactly equal to the required income to qualify for the standard loan to purchase the median-priced house.

\*\* First-time home buyer is assumed to purchase a home equal to the first quartile home price using a 90% home loan at an interest rate of 0.5 percent greater than the standard current rate.

Source: Real Estate Center at Texas A&M University.  
December 2007.

Rental rates are also substantially lower in Central Texas than metropolitan areas in the State. Table 2.8 shows comparative rates for rental units.

**Table 2.8 Final Fair Market Value Rents for Existing Housing FY 2007**

Entity	No Bedrooms	1 Bedroom	2 Bedrooms	3 Bedrooms	4 Bedrooms
Killeen-Temple MSA (Bell & Coryell Co)	\$447	\$494	\$628	\$914	\$1,101
Hamilton	\$400	\$430	\$544	\$714	\$818
Lampasas County, TX HMFA	\$328	\$417	\$504	\$735	\$861
Milam	\$328	\$405	\$504	\$652	\$693
Mills	\$400	\$430	\$544	\$714	\$818
San Saba	\$400	\$430	\$544	\$714	\$818
Austin-Round Rock, TX MSA	\$601	\$685	\$836	\$1,137	\$1,315
Dallas, TX	\$591	\$658	\$798	\$1,059	\$1,283
Houston, TX PMSA	\$569	\$633	\$768	\$1,024	\$1,287

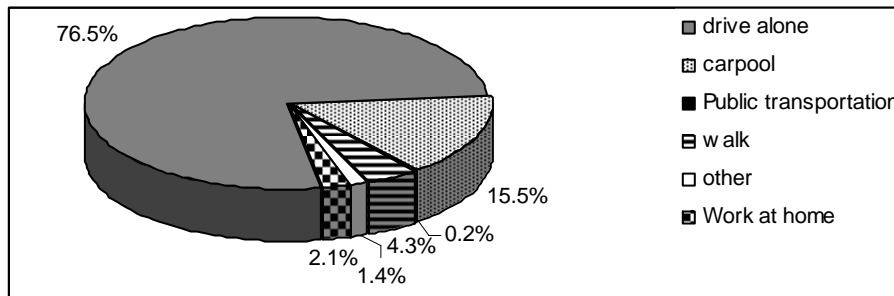
Source: U.S. Department of Housing and Urban Development, obtained October 10, 2007  
Final Fair Market Value Rents for existing housing FY 2007  
[http://www.huduser.org/datasets/fmr/fmr2007f/fy2007f\\_SCHEDULEB\\_rev2.pdf](http://www.huduser.org/datasets/fmr/fmr2007f/fy2007f_SCHEDULEB_rev2.pdf)

## Infrastructure

### Transportation

Central Texans average a 24 minute commute to work. The U.S. Census Bureau reports that of the 172,497 population 16 and over, 76.5% drive to work alone and 15.5% carpool. Public transportation within the region is limited and serves predominately elderly individuals, disabled persons, and other targeted populations. As a result only 0.2% of the population utilizes public transportation. Figure 2.7 illustrates the percentage of persons commuting to work and their means of travel.

**Figure 2.7 Commuting to Work**

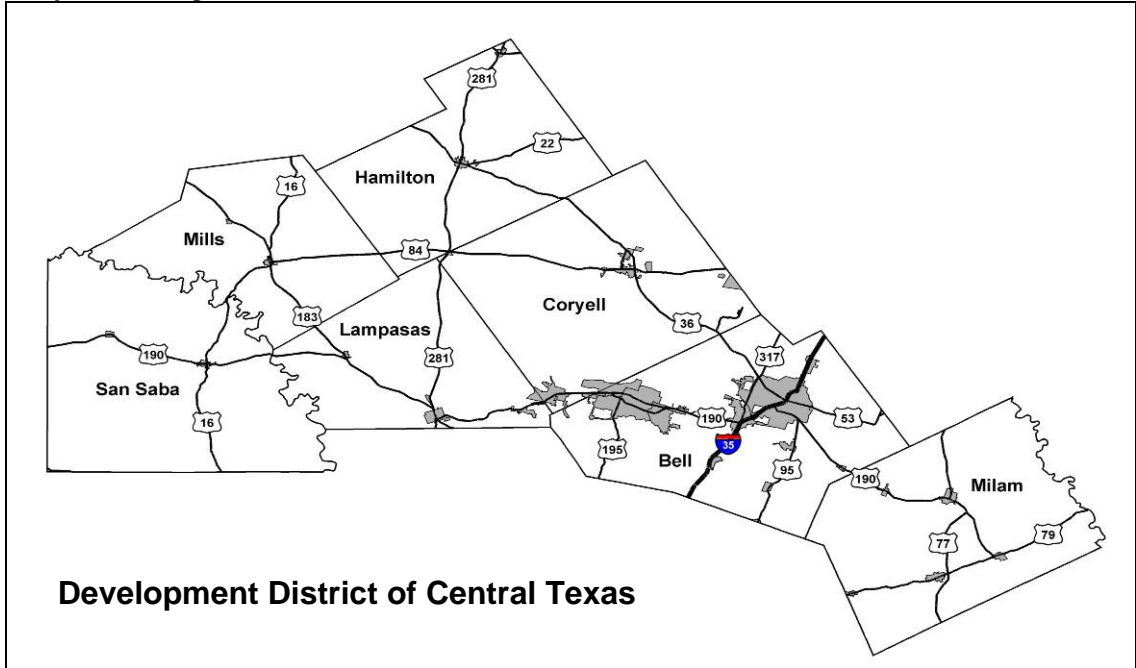


Source: U.S. Bureau of the Census, 2000.

The regional transportation network in Central Texas is an adequate network with a great potential for growth. Only one interstate highway facility traverses the region north to south. Interstate Highway 35 runs for approximately 36 miles through the region, sometimes experiencing traffic volumes as high as 69,000 vehicles a day at certain areas of the interstate.

In addition, there are six U.S. Highways throughout the region. US 190 is designated as a limited access freeway from the intersection with IH-35 to the city limits of Copperas Cove. This corridor facilitates a considerable amount of traffic generated from Fort Hood's 40,000 to 45,000 army and civilian personnel. Central Texas boasts nine state highways and numerous county and farm-to-market roads provide intermediary access to all surrounding regions within the state. The map below shows the major thoroughfares throughout the region.

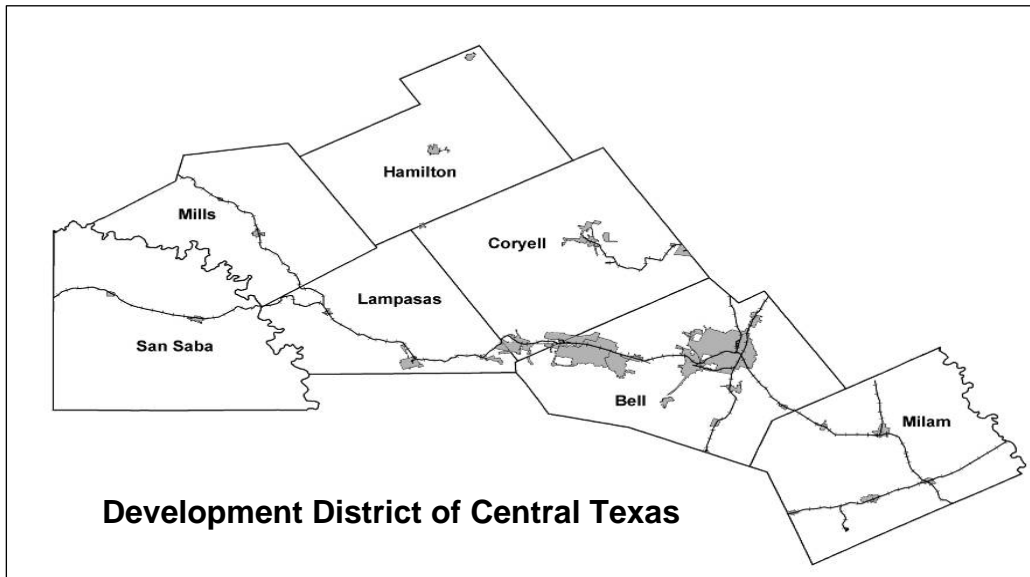
**Map 2.2 Major Thoroughfares**



Source: Central Texas Council of Governments

Additional sources of transportation in the region include air travel and rail. The region is served by one commercial airport, the Killeen Municipal Airport. Future plans for this airport include the joint use of Robert Gray Army Airfield on Fort Hood, this will allow larger commercial jet airplanes to utilize the facility. However, there are eight general aviation airports and several heliports in Central Texas. Commercial Rail service is available through AMTRACK. Currently within our region lie 369 miles of rail contributing to the large amounts of freight distributed in and out of Central Texas. Map 2.3 depicts current railroad tracks servicing the seven county area.

**Map 2.3 Railroad Tracks**



Source: Central Texas Council of Governments

### **Wastewater Treatment and Collection**

In 2000, there were 39 public wastewater treatment facilities reported in the seven-county region with a total permitted flow of 837.755 MGD. However, the reported number may not include all wastewater treatment facilities. TCEQ reporting requirements are not stringent. Those entities that did report an average daily flow generally reported less than half the permitted capacity for the 1999 report. The wastewater treatment facilities are generally located in larger cities. Septic systems are utilized in unincorporated areas and small communities.

Funds for the Community Development Block Group (CDBG) grants are normally used for wastewater treatment system improvements or water system improvements for health and safety concerns. Areas in most need are typically funded first, which is slowly getting the smaller cities updated for wastewater treatment.

### **Water Sources**

Most of the Central Texas region relies on surface water for its potable water and fire protection. Southwest Bell County and several other less-populated areas still rely predominantly on well water as a water source. There is ample water in most areas for industrial development. There are times during drought situations when water consumption is limited.

## **Environment**

Central Texas is on the edge of the Texas Hill Country; however, most of the area is flatland or gently rolling terrain. The soils along the western portion of the area are mostly sandy loams, graduating to blacklands in the central area of the region. Moderate to subtropical conditions characterize the climate of the region. The average minimum temperature is 33.5 degrees Fahrenheit in January and the average maximum temperature is 95.5 degrees Fahrenheit in July. Rainfall averages 31 inches per year. There are approximately 240 days in the growing season for the region.

### **Air Quality**

All counties in Central Texas are in attainment of federal air quality limits. The Aluminum Company of America (Alcoa) continues to work closely with regulating agencies which include the Environmental Protection Agency (EPA) and the Texas Commission on Environmental Quality (TCEQ).

**Habitat Protection**

The abundance of natural resources within the region creates numerous habitats for plants and wildlife. The protection of vital habitats while encouraging new growth and economic development will be a challenge. There are at least 29 identified endangered or threatened species within the region. Most notably are: the Black-capped vireo, the Concho water snake, the bald eagle, the Houston toad, and the Golden Cheek Warbler. The Golden Cheek Warbler caused much concern in the Central Texas region in regards to landowners' rights. (More detailed information about endangered species in the region, see Appendix D, Table AD.1.)

**Water Quality**

There are a few hazardous areas concerning water issues throughout the seven-county area. These are explained in the paragraphs below with details of the location and the area of the Brazos River Authority.

The Upper Central Basin includes the Upper Watershed of the Brazos River, and the watersheds of the Aquilla Creek, the Bosque River, the Leon River and the Lampasas River. These watersheds are partly located in Coryell and Hamilton Counties, as well as parts of Bell, Lampasas, and Mills Counties.

"The Lower Central Basin includes the Central Watershed of the Brazos River and two major tributaries of the Brazos River: the Navasota River and Little River watersheds."<sup>1</sup> Parts of Bell and Milam Counties are included in the Lower Central Basin. The Brazos River Authority also reports that two of the tributaries that start in Milam County have been listed as non-conforming with the Texas Commission on Environmental Quality (TCEQ): San Gabriel River for excess Chloride levels and Brushy Creek for excess total dissolved solid levels.

A part of Milam County is included in the Lower Basin of the Brazos River. The Brazos River Authority's report states that Yegua Creek – which begins in Milam County – shows elevated fecal coliform concentrations.<sup>2</sup>

In the seven-county area, there are five confirmed groundwater conservation districts and one district recently created pending a confirmation election of the area's voters as identified in Table 2.9. In 1997, the Texas Legislature passed Senate Bill 1, a comprehensive water resources bill. That legislation emphasized the need for regional and local water planning, conservation, and the

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<sup>1</sup> Ibid.

<sup>2</sup> Ibid.

development of drought contingency standards. In 2001, Senate Bill 2 (SB2) was passed and it addressed the implementation and financing of the water strategies and recommendations identified by the regional water planning groups. SB2 also addressed the transport of groundwater out of a district. House Bill 1763 (passed in 2005) mandated joint groundwater planning meetings for groundwater districts located in the same groundwater management area. The Groundwater Management Area (GMA) Committee (consisting of groundwater districts) must determine the desired future conditions (DFC) of shared aquifers by 2010. Several water bills were passed in 2007. The most notable bill was Senate Bill 3 (SB3) which included the following provisions:

- Provide a process for addressing environmental flows in rivers and estuarine systems through the establishment of an advisory group and scientific panels and regulatory procedures.
- Promote water conservation through the creation of a water conservation advisory council, requiring retail public utilities with more than 3,300 connections to develop a conservation plan, providing funding priority for entities that have achieved high conservation goals, clarifying the ability of home-rule cities to enact water conservation ordinances, and other actions.
- Increase pumping limits in the Edwards Aquifer Authority.
- Create a study commission on Region C and D water planning.
- Create a legislative joint interim committee on water funding.
- Designates those reservoir sites listed in the 2007 state water plan as sites of unique value.

**Table 2.9 Water Conservation Districts**

County	Groundwater Conservation District	Boundary
Bell	Clearwater Underground Water Conservation District	Bell County
Coryell	Tablerock Groundwater Conservation District	Coryell County
Hamilton	NA	NA
Lampasas	Saratoga Underground Water Conservation District	Lampasas County
Milam	*Post Oak Savannah Groundwater Conservation District	Milam and Burleson Counties
Mills	Fox Crossing Water District	Mills County
San Saba	Hickory Underground Water Conservation District #1	Portions of San Saba, McCulloch, Concho, Menard, Kimble, and Mason Counties

Source: *Texas Council of Engineering Companies, June 2007.*  
 \*Created by 80<sup>th</sup> Legislature.

## Planning and Economic Development Activities

The separate entities in the Central Texas region will need to pull together in the future to ensure that economic development continues to increase. Funding is a major key in obtaining favorable project status. There are numerous major funding programs that will be researched for possible utilization throughout the region: U.S. Department of Agriculture, Rural Development; Office of Rural Community Affairs (ORCA); U.S. Small Business Administration; Texas Department of

Economic Development; and the Economic Development Administration. The Business and Industry Data Center, Economic Development Clearinghouse, Texas Economic Development and Central Texas Council of Governments will be utilized to provide some of the research assistance in obtaining difficult-to-acquire data, training opportunities, and business setup advice for potential development.

**Regional Resources**

Counties and cities within the Central Texas region have been utilizing partnerships for many years. With funding becoming more and more scarce for projects, partnerships and regional agreements are becoming more common. One of the benefits of these types of relationships is that the rules and regulations in an area become compatible. Multi-jurisdictional relationships should continue to develop and become more popular in the future.

**Community Financing**

Individual communities have taken a large role in financing business and industrial development. Many communities within the area provide tax abatements, economic development sales tax, enterprise zones, and other special incentives to new and expanding businesses, mostly on a case by case basis. Through creative financing and cooperative partnerships, financing in difficult cases may be obtained. There are 31 independent school districts in the region which also participate in various strategies to improve public financing and develop business interest in the areas. Table 2.10 lists the 2000 US Census Bureau economic development organizations within the region and identifies whether or not the entity receives 4A or 4B tax dollars.

<b>Table 2.10 Economic Development Organizations</b>			
<b>City</b>	<b>County</b>	<b>Corporation</b>	<b>Tax Status</b>
Belton	Bell	Belton Economic Development Corporation	4A
Harker Heights	Bell	Harker Heights Economic Development Corp.	N/A
Killeen	Bell	Killeen Economic Development Corporation	N/A
Temple	Bell	Temple Economic Development Corporation	N/A
Copperas Cove	Coryell	Copperas Cove Economic Development Corp.	4A
Gatesville	Coryell	Gatesville Economic Development	N/A
Hamilton	Hamilton	Hamilton Economic Development Corporation	4B
Hico	Hamilton	Hico Economic Development Corporation	4B
Lampasas	Lampasas	Lampasas 4B, Inc.	4B
Cameron	Milam	Cameron Economic Development Corporation	4B
Rockdale	Milam	Rockdale Development Board	N/A
Thorndale	Milam	Thorndale Economic Development Board	4B
Goldthwaite	Mills	Goldthwaite Economic Development Corporation	4B
San Saba	San Saba	San Saba Economic Development Corporation	4B
Source: CTCOG survey, December 2001. Tax Status revised , January 2008			

## Regional Needs

The region has benefited from many sources of planning efforts; however, there are still several unmet needs within the seven-county area. The CTCOG staff sent surveys to each mayor and judge in the region to determine barriers to economic development as perceived by local officials. The results in Table 2.11 have been prioritized according to the greatest perceived need as identified by the surveys. The top three priorities for the region include: small business retention and expansion; community development and revitalization; and job retention and expansion of major employers.

***Table 2.11 Perceived Needs of the Region for Economic Development***

- 
- 1 Small Business Retention and Expansion
  - 2 Road Improvements or Expansion
  - 3 Tax Abatement and Other Incentive Strategies
  - 4 Job Training and Workforce Development
  - 5 Sewer and Waste Water Treatment Improvements
  - 6 Community Development and Revitalization
  - 7 Single Family Housing
  - 8 Job Retention and Expansion of Major Employers
  - 9 Affordable Housing
  - 10 Industrial Park Development
  - 11 Telecom Expansion and Development
  - 12 Solid Waste Improvements
  - 13 Temporary Housing
  - 14 Improved Air Quality
  - 15 Agricultural Conversion and Diversification
- 

Source: CTCOG survey, January 2008.

## 3. Vision, Goals, and Objectives

The Vision, Goals, and Objectives for the Central Texas region evolved from a series of planning sessions held by the Comprehensive Economic Development Strategy Committee. In reviewing the state of the region, the Committee developed a broad vision for the future of the District. With this, specific goals and actions necessary to achieve this vision and to lay the groundwork for implementation were identified.

### Vision

Improve, promote, and support economic growth while maintaining community character and quality of life in Central Texas.

### Goals and Objectives

**Goal 1: Provide, update and maintain relevant economic and business data to support economic development activities and inform communities that this information is available.**

Objectives:

1. Develop data resources for local governments and economic development organizations to use for marketing.
2. Develop information resources for promoting economic development within the region.
3. Increase and maintain contact with academic and professional institutions and agencies that collect and process pertinent information.
4. Promote and increase the use of information via the internet.
5. Provide the most recent statistics on available grants and contact information for various agencies via the DDCT website.

**Goal 2: Promote coordination among local economic development efforts**

Objectives:

1. Provide a forum for sharing information and discussing issues.
2. Serve as a regional economic development information clearinghouse.
3. Develop data services for identifying housing problems and solutions.
4. Provide training to economic development entities and local officials on economic development topics.
5. Develop/Strengthen/Support inter-community and inter-agency coalitions.

**Goal 3: Encourage entrepreneurship through education and enhanced opportunities.**

Objectives:

1. Identify educational opportunities and support to encourage self-employment.
2. Promote existing resources (such as the Small Business Development Centers, etc.).

**Goal 4: Focus on new and existing businesses and identify their needs.**

Objectives:

1. Analyze employer needs and opportunities to conduct a labor market study.
2. Develop programs to meet identified needs.
3. Coordinate or adapt elements from current successful workforce and business expansion and retention programs.
4. Encourage and acknowledge entrepreneurial efforts in established local industries and business.
5. Encourage Commercial and Industrial Development within Central Texas.

**Goal 5: Promote existing small business support.**

Objectives:

1. Provide literature to member communities on existing programs.
2. Make information available on our website.
3. Coordinate and expand with entities providing information to small business owners and financing programs.
4. Research finance mechanisms to assist communities in the district and implement when necessary.
5. Identify programs which target revitalization or redevelopment.

**Goal 6: Support improvements of the capacity, condition, and efficiency of inter-and intra-regional transportation systems necessary for economic development in Central Texas.**

Objectives:

1. Identify, coordinate and support existing planning organization to improve the capacity, efficiency, and condition of the regional transportation network.
2. Identify necessary road, rail, commuter and air transportation improvements and support increased capacity and utilization of existing facilities.

**Goal 7: Balance the needs for environmental protection and economic development.**

Objectives:

1. Provide technical assistance to local governments when needed in their long range planning and coordination.
2. Encourage the importance of land use planning in stimulating and directing economic development.

## 4. Action Plan

The Action Plan will be utilized as a tool for the Development District of Central Texas. This plan will guide the District in accomplishing the visions, goals, and objectives identified by the Board of Directors. In Table 4.1, the Board identified the actions necessary to reach the goals and objectives. Each action is identified as a continuous, short-term, or long-term action.

**Table 4.1 Action Plan**

<b>Goal 1: Provide, update and maintain relevant economic and business data to support economic development activities and inform communities that this information is available.</b>				
<b>OBJECTIVES</b>	<b>ACTIONS</b>	<b>CONT.</b> Continuous	<b>S-T</b> Short-Term	<b>L-T</b> Long-Term
1) Develop data resources for local governments and economic development organizations to use for marketing.	• Develop a regional marketing plan.		<b>x</b>	
	• Post available data on District website.	<b>x</b>		
	• Provide local governments with technical assistance to expand marketing needs.	<b>x</b>		
	• Provide a Community Profile with a standard format for each individual county or community.	<b>x</b>		
2) Develop information resources for promoting economic development within the region.	• Create a guide that will summarize the available ED programs and profiles of the regional economy for local entities within the region.	<b>x</b>		
3) Increase and maintain contact with academic and professional institutions and agencies that collect and process pertinent information.	• Network with regional and state universities (join appropriate organizations) serve as regional contact for information dissemination.	<b>x</b>		
4) Promote and increase the use of information via the internet.	• Update the comprehensive website detailing economic development initiatives, planning strategies, and progress for all activities related to the Development District of Central Texas.	<b>x</b>		
5) Provide the most recent statistics on available grants and contact information for various agencies via the DDCT website.	• Distribute "Grant Alerts" and other notification of grants and loan program requirements and procedures to Board members, elected officials, ED organizations and other appropriate parties.	<b>x</b>		

<b>Goal 2: Promote coordination among local economic development efforts.</b>				
<b>OBJECTIVES</b>	<b>ACTIONS</b>	<b>CONT.</b>	<b>S-T</b>	<b>L-T</b>
1) Provide a forum for sharing information and discussing issues.	• Maintain a Comprehensive Economic Development Strategy (CEDS).	x		
	• Hold regular meetings of the Board.	x		
	• Develop and maintain regional newsletter/newsgroup/website.		x	
	• Assist local governments with grant applications.	x		
2) Serve as a regional economic development information clearinghouse.	• Gather appropriate materials from ED departments and agencies within our seven county region.	x		
	• Gather and publish a list of ED training opportunities for regional ED professionals.	x		
	• Maintain current information on federal, state, and local ED programs.	x		
	• Gather data on population, employment, workforce, labor, taxes, available sites, marketing material, and any other information relevant to economic development.	x		
3) Develop data services for identifying housing problems and solutions.	• Coordinate with housing entities within the region to document housing needs and available resources.	x		
4) Provide training to economic development entities and local officials on economic development topics.	• Work with local governments to identify training needs.	x		
	• Identify and host training and workshops to local governments, ED groups and businesses.	x		
5) Develop/Strengthen/Support inter-community and inter-agency coalitions.	• Network with economic development organizations and other groups (Workforce Board etc.) to implement CEDS goals.	x		
<b>Goal 3: Encourage entrepreneurship through education and enhanced opportunities.</b>				
<b>OBJECTIVES</b>	<b>ACTIONS</b>	<b>CONT.</b>	<b>S-T</b>	<b>L-T</b>
1) Identify educational opportunities and support to encourage self employment.	• Identify and host presentations by representatives of public/private economic development and finance and technical assistance program.	x		
	• Identify and tap into the resources of our region for business incubators.		x	
2) Promote existing resources (such as the Small Business Development Centers, etc.).	• Work with SBDC to increase exposure of program.	x		

<b>Goal 4: Focus on new and existing business and identify their needs.</b>				
<b>OBJECTIVES</b>	<b>ACTIONS</b>	<b>CONT.</b>	<b>S-T</b>	<b>L-T</b>
1) Analyze employer needs and opportunities to conduct a labor market study.	<ul style="list-style-type: none"> <li>Gather and document information on employer needs.</li> </ul>			<b>x</b>
	<ul style="list-style-type: none"> <li>Search for funding opportunities to conduct regional needs assessment of the employers.</li> </ul>			<b>x</b>
2) Develop programs to meet identified needs.	<ul style="list-style-type: none"> <li>Based on information gathered, provide needed programs or information to businesses on opportunities for improvement.</li> </ul>	<b>x</b>		
3) Coordinate or adapt elements from current successful workforce and business expansion and retention programs.	<ul style="list-style-type: none"> <li>Network with economic development organizations and other groups (Workforce Board etc.) to implement CEDS goals.</li> </ul>	<b>x</b>		
4) Encourage and acknowledge entrepreneurial efforts in established local industries and business.	<ul style="list-style-type: none"> <li>Hold periodic meetings or gatherings to inform small business owners on current employment trends, available resources and other useful data.</li> </ul>			<b>x</b>
5) Encourage Commercial and Industrial Development within Central Texas	<ul style="list-style-type: none"> <li>Hold periodic meetings or gatherings to inform Commercial and industrial business owners on available resources and other useful data.</li> </ul>	<b>x</b>		
<b>Goal 5: Promote existing small business support.</b>				
<b>OBJECTIVES</b>	<b>ACTIONS</b>	<b>CONT.</b>	<b>S-T</b>	<b>L-T</b>
1) Provide literature to member communities on existing programs.	<ul style="list-style-type: none"> <li>Create a guide that will summarize available economic development programs and profiles of the regional economy.</li> </ul>	<b>x</b>		
2) Make information available on our website.	<ul style="list-style-type: none"> <li>Maintain a comprehensive website detailing economic development initiatives, planning strategies, and progress for all activities related to the Development District of Central Texas.</li> </ul>	<b>x</b>		
3) Coordinate and expand with entities providing information to small business owners and financing programs.	<ul style="list-style-type: none"> <li>Work with existing small business programs to increase exposure of services (post on website and distribute information).</li> </ul>	<b>x</b>		
4) Research finance mechanisms to assist communities in the district and implement when necessary.	<ul style="list-style-type: none"> <li>Coordinate District activities to support the implementation of a Revolving Loan Fund (RLF).</li> </ul>		<b>x</b>	
5) Identify programs which target revitalization or redevelopment.	<ul style="list-style-type: none"> <li>Document available programs and distribute information to members.</li> </ul>		<b>x</b>	

<b>Goal 6: Support improvements of the capacity, condition, and efficiency of inter- and intra- regional transportation systems necessary for economic development in Central Texas.</b>				
<b>OBJECTIVES</b>	<b>ACTIONS</b>	<b>CONT.</b>	<b>S-T</b>	<b>L-T</b>
1) Identify, coordinate and support existing planning organization to improve the capacity, efficiency, and condition of the regular transportation network.	<ul style="list-style-type: none"> <li>Coordinate with transportation organizations (TxDOT, KTUTS, The Hop, Central TX RPO etc.) to support regional transportation improvements.</li> </ul>	<b>x</b>		
2) Identify necessary road, rail, commuter and air transportation improvements and support increased capacity and utilization of existing facilities.	<ul style="list-style-type: none"> <li>Coordinate with transportation planning organizations to ensure needed projects are brought up for discussion and consideration.</li> </ul>	<b>x</b>		
	<ul style="list-style-type: none"> <li>Coordinate, support and provide education for these facilities.</li> </ul>	<b>x</b>		
<b>Goal 7: Balance the needs for environmental protection and economic development.</b>				
<b>OBJECTIVES</b>	<b>ACTIONS</b>	<b>CONT.</b>	<b>S-T</b>	<b>L-T</b>
1) Provide technical assistance to local governments when needed on their long range planning and coordination.	<ul style="list-style-type: none"> <li>Provide information to local government on federal and state environmental rules and regulations.</li> </ul>	<b>x</b>		
2) Encourage the importance of land use planning in stimulating and directing economic development.	<ul style="list-style-type: none"> <li>Coordinate with local governments to encourage economic development objectives are considered in all land use decisions.</li> </ul>	<b>x</b>		

## 5. Evaluation

During this initial year of service, the Board of Directors and staff members will lay the groundwork for the future of the Development District of Central Texas. At the end of the calendar year, the District's performance will be evaluated by the Board of Directors. The methodology chosen by the Board of Directors will be to determine if the performance measure was accomplished and the effectiveness of the strategy. This format identifies who will be performing the task (Staff, Board of Directors or both) and an implementation schedule. Prioritization is based on the need of the region and the sources available.

**Goal 1: Provide, update, and maintain relevant economic and business data to support economic development activities and inform communities that this information is available.**

1.1 Objective – Develop data resources for local governments and economic development organizations to use for marketing.

Performance Measures:

- Develop a regional marketing plan by December 2008. (*Board of Directors*)
- Create a Community Profile with a standard format for each individual community and post on the website by August 2008. (*Staff*)

1.2 Objective – Develop information resources for promoting economic development within the region.

Performance Measures:

- Design a handout summarizing the available ED programs and profiles of the regional economy and mail to local entities within the region by August 2008. (*Staff*)

1.3 Objective – Increase and maintain contact with academic and professional institutions and agencies that collect and process pertinent information.

Performance Measures:

- Establish a relationship with agencies that develop economic development information by June 2008. (*Board of Directors and Staff*)

1.4 Objective – Promote and increase the use of information via the internet.

Performance Measures:

- Update and maintain comprehensive website including a page that addresses the Development District of Central Texas’s economic development initiatives, planning strategies, and progress by February 2008. (*Board of Directors and Staff*)

1.5 Objective – Provide the most recent statistics on available grants and contact information for various agencies via the DDCT website.

Performance Measures:

- Create a mailing list including Board members, elected officials, and ED organizations and mail one “Grant Alerts” handout on available grants and loan program requirements and procedures by July 2008. (*Staff*)

**Goal 2: Promote coordination among local economic development efforts.**

2.1 Objective – Provide a forum for sharing information and discussing issues.

Performance Measures:

- Complete CEDS by March 2008. (*Board of Directors and Staff*)
- Hold at least 4 Board meetings by December 2008. (*Board of Directors*)
- Update and maintain Newsletter/ Internet site design by February 2008. (*Staff*)

2.2 Objective – Serve as a regional economic development information clearinghouse.

Performance Measures:

- Create and maintain a file for each community in the region containing appropriate materials from ED departments, agencies and any other information relevant to economic development by June 2008. (*Staff*)
- Publish a list of training opportunities on the website and in each newsletter by March 2008. (*Staff*)
- Post up-to-date information on federal, state, and local economic development programs on the website by June 2008 (*Staff*)

2.3 Objective – Develop data services for identifying housing problems and solutions.

Performance Measures:

- Attend at least 2 meetings throughout the year concerning housing issues within the region by December 2008. (*Board of Directors and Staff*)

2.4 Objective – Provide training to economic development entities and local officials on economic development topics.

Performance Measures:

- Develop and mail a survey to local governments and ED groups to identify training needs by June 2008. *(Staff)*

2.5 Objective – Develop/ Strengthen/Support inter-community and inter-agency coalitions.

Performance Measures:

- Provide a copy of the completed CEDS to economic development organizations and other groups by May 2008. *(Staff)*
- Actively participate in regional economic organizations by December 2008. *(Board of Directors and Staff)*

**Goal 3: Encourage entrepreneurship through education and enhanced opportunities.**

3.1 Objective – Identify educational opportunities and support to encourage self employment.

Performance Measures:

- Host at least one appropriate training/workshop to meet identified needs by December 2008. *(Staff)*

3.2 Objective – Promote existing resources (such as the Small Business Development Centers, etc.).

Performance Measures:

- Provide a link to the SBDC website from the Development District of Central Texas website by January 2008. *(Staff)*

**Goal 4: Focus on new and existing business and identify their needs.**

4.1 Objective – Analyze employer needs and opportunities to conduct a labor market study.

Performance Measures:

- Conduct a survey on employer needs in the region by December 2008. *(Staff)*

4.2 Objective – Develop programs to meet identified needs

Performance Measures:

- Establish new programs or encourage existing programs by December 2008. *(Board of Directors and Staff)*

4.3 Objective – Coordinate or adapted elements from current successful workforce and business expansion and retention programs.

Performance Measures:

- Adapt elements of workforce and business expansion and retention programs into the district's CEDS and work program by December 2008. *(Board of Directors)*

4.4 Objective – Encourage and acknowledge entrepreneurial efforts in established local industries and business.

Performance Measures:

- Hold one meeting in each County to inform small business owners on current employment trends and available resources in the area by December 2008. *(Board of Directors and Staff)*

4.5 Objective – Encourage Commercial and industrial development within Central Texas.

**Goal 5: Promote existing small business support.**

5.1 Objective – Provide literature to member communities on existing programs.

Performance Measures:

- Mail two "For Your Information" sheets to member communities on regional economic development programs by December 2008. *(Staff)*

5.2 Objective – Make information available on our website.

Performance Measures:

- Design a section of the website dedicated to informing regional communities on available programs by February 2008. *(Staff)*

5.3 Objective – Coordinate and expand with entities providing information to small business owners and financing programs.

Performance Measures:

- Distribute information from other entities on small business owners and financing programs by December 2008. *(Staff)*

5.4 Objective – Research finance mechanisms to assist communities in the district and implement when necessary.

Performance Measures:

- Document available finance mechanisms and distribute information to member communities by December 2008. *(Staff)*

5.5 Objective – Identify programs which target revitalization or redevelopment.

Performance Measures:

- Distribute information targeting revitalization/redevelopment to members by December 2008. *(Staff)*

**Goal 6: Support improvements of the capacity, condition, and efficiency of inter- and intra- regional transportation system necessary for economic development in Central Texas.**

6.1 Objective – Identify, coordinate and support existing planning organization to improve the capacity, efficiency, and condition of the regional transportation network.

Performance Measures:

- Pass at least one resolution in support of improving the capacity, efficiency, and condition of the regional transportation network by December 2008. *(Board of Directors)*

6.2 Objective – Identify necessary road, rail, commuter and air transportation improvements and support increased capacity and utilization of existing facilities.

Performance Measures:

- Participate with regional transportation entities by December 2008. *(Board of Directors)*

**Goal 7: Balance the needs for environmental protection and economic development.**

7.1 Objective – Provide technical assistance to local governments when needed on their long range planning and coordination.

Performance Measures:

- Develop a page on the Development District of Central Texas's website providing information on federal and state environmental rules and regulations by February 2008. *(Staff)*

7.2 Objective – Encourage the importance of land use planning in stimulating and directing economic development.

Performance Measures:

- Provide information to communities on the relationship of land use and economic development via the website and newsletter by September 2008. *(Staff)*