

NORTH CENTRAL TEXAS COUNCIL OF GOVERNMENTS

NCTCOG Regional Counties: Collin, Dallas, Denton, Ellis, Erath, Hood, Hunt, Johnson, Kaufman, Navarro, Palo Pinto, Parker, Rockwall, Somervell, Tarrant and Wise.

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

May 31, 2022



[North Central Texas Council of Governments](https://www.nctcog.org/)

Centerpoint II
616 Six Flags Drive
Arlington, TX 76011

NORTH CENTRAL TEXAS COUNCIL OF GOVERNMENTS 2021-2022 EXECUTIVE BOARD

President	David Sweet, County Judge	Rockwall County
Vice President	Andrew Piel, Councilmember	City of Arlington
Secretary-Treasurer	Bill Heidemann, Mayor	City of Corinth
Past President	Ray Smith, Mayor	Town of Prosper
Board Directors	Chris Hill, County Judge	Collin County
	Cara Mendelsohn, Councilmember	City of Dallas
	Michael Crain, Councilmember	City of Fort Worth
	Alfonso Campos, County Judge	Erath County
	Clay Jenkins, County Judge	Dallas County
	Rick Carmona, Mayor	City of Terrell
	Bobbie Mitchell, Commissioner	Denton County
	Tammy Dana-Bashian, Mayor	City of Rowlett
	Kayci Prince, Mayor Pro Tem	City of Plano
	Jorja Clemson, Councilmember	City of Grand Prairie
	Kevin Falconer	City of Carrollton
	B. Glen Whitley, County Judge	Tarrant County
	Clyde Hairston, Mayor	City of Lancaster
Ex-Officio	Dr. Glenn Rodgers, State Representative	District 60
Executive Director	Michael Eastland	NCTCOG

The Comprehensive Economic Development Strategy (CEDS) was adopted by the North Central Texas Council of Government's Executive Board on March 24, 2022.

NORTH CENTRAL TEXAS ECONOMIC DEVELOPMENT DISTRICT

Additional information about the North Central Texas Economic Development District (NCTEDD) and the NCTEDD Board can be found on the NCTCOG Economic Development webpage under the [NCTEDD Board](#) tab.

NCTEDD DISTRICT BOARD OFFICERS

Marty Wieder, Chair	City of Grand Prairie
Fred Schmidt, Vice Chair	Tarrant County College District
Kassandra Carroll, Secretary-Treasurer	City of Waxahachie

BOARD MEMBERS

David Bristol	Employee Solutions, LP
Luis Tamayo	Dallas County
Michael Talley	Denton County
Jim Wehmeier	City of Ennis
Jeff Sandford	Stephenville Economic Development Authority
John Boswell	Navarro County
Phil Wagner	Rockwall Economic Development Corporation
Lisa McMillan	Tarrant County
Judge J.D. Clark	Wise County
David Schleg	City of Dallas
Robert Sturns	City of Fort Worth
Bruce Payne	City of Arlington
Bryan Haywood	City of Irving
Erica Sullivan	City of Denton
Craig Hulse	City of North Richland Hills
Doug McDonald	City of Richardson
Jennette Espinosa	Little Elm Economic Development Cooperation
Shane Shepard	City of Lancaster
Chris Fuller	City of Cleburne
Orlando Campos	Town of Addison
Chris Dyser	City of Balch Springs
Mary Ann Moon	Prosper Economic Development Corporation
Alexis Jackson	City of Celina
John M. Smith	Town of Hickory Creek
Ray Dunlap	Terrell Economic Development Corporation
Lynn Spencer	Forney Economic Development Corporation
Mickey Hillock	Hillock Foods, Inc.
Michael Grace	City of Duncanville/City of Ferris
Pamela Mundo	Mundo and Associates Consulting Firm
Janie Havel	Office of the Governor
Leslie D'Agostino	Community National Bank & Trust of Texas
Judy McDonald	Workforce Solutions for Tarrant County

(NCTEDD Board Members Continued)

Dr. James Quick	Southern Methodist University
Kevin Shatley	Dallas Regional Chamber
Nika Reinecke	Envision Planning Group LLC
Dr. Maria Martinez-Cosio	University of Texas at Arlington
Leah Clark	Bridgeport Economic Development Corporation
Ben Magill	Dallas College

STAFF

Lucille Johnson, Asst to the Executive Dir.	NCTCOG
Prit Patel, Regional Economic Recovery Coord.	NCTCOG
Connor Sadro, Economic Development Intern	NCTCOG
Jerri Watson, Senior Admin. Assistant	NCTCOG

TABLE OF CONTENTS

1.	<u>Executive Summary & Introduction</u>	<u>Page 6</u>
2.	<u>Area Overview & Background</u>	<u>Page 9</u>
	a. <u>Demographic and Socioeconomic Data</u>	<u>Page 9</u>
	b. <u>Environmental, Geographic, Climate, Cultural and Natural Resources Profile</u>	<u>Page 15</u>
	c. <u>Infrastructure Assets</u>	<u>Page 17</u>
	d. <u>Industry Sectors</u>	<u>Page 20</u>
	e. <u>Educational Institutions</u>	<u>Page 22</u>
	f. <u>Regional Economic Ties to State & National Economy</u>	<u>Page 22</u>
	g. <u>Factors Impacting Economic Performance – SWOT Analysis</u>	<u>Page 22</u>
	h. <u>Economic Resilience</u>	<u>Page 24</u>
3.	<u>Strategic Direction</u>	<u>Page 27</u>
	a. <u>Vision Statement</u>	<u>Page 27</u>
	b. <u>Goals & Objectives</u>	<u>Page 27</u>
4.	<u>Action Plan/Evaluation</u>	<u>Page 31</u>
5.	<u>Resources</u>	<u>Page 33</u>
6.	Appendices:	
	A <u>Economic Overview</u>	<u>Page 34</u>
	B <u>Community Colleges & School Districts by County</u>	<u>Page 39</u>
	C <u>SWOT Analysis by Cluster</u>	<u>Page 42</u>
	D <u>Sector Survey Results by Cluster</u>	<u>Page 77</u>
	E <u>Economic Resilience</u>	<u>Page 102</u>
	F <u>Opportunity Zones</u>	<u>Page 105</u>
	G <u>EDA Investment Priorities</u>	<u>Page 106</u>
	H <u>New Growth Innovation Network</u>	<u>Page 107</u>
	I <u>North Central Texas Region CEDS Committee Members</u>	<u>Page 108</u>

SECTION 1

EXECUTIVE SUMMARY & INTRODUCTION

[\(Return to TOC\)](#)

This Comprehensive Economic Development Strategy (CEDS) document has been developed to fulfill a requirement of the Economic Development Administration (EDA), U.S. Department of Commerce, for designating the North Central Texas region as an Economic Development District (EDD).

An EDA-approved Strategy is required by the U.S. Public Works and Economic Development Act of 1965 for communities in the NCTCOG region to be eligible to apply for investment assistance under the EDA's Public Works or Economic Adjustment Assistance program. Designation as an Economic Development District, which requires the completion and approval of an initial Comprehensive Economic Development Strategy (CEDS) document, will help to assure that the NCTCOG region is continually covered by the EDA-approved Strategy necessary for an application to the Public Works or Economic Adjustment Assistance programs.

Once approved by EDA, Regional EDDs must subsequently update their CEDS at least every five years to continue to qualify for EDA assistance under its Public Works and Economic Adjustment Assistance programs.

The North Central Texas region consists of 16 counties — Collin, Dallas, Denton, Ellis, Erath, Hood, Hunt, Johnson, Kaufman, Navarro, Palo Pinto, Parker, Rockwall, Somervell, Tarrant, and Wise — centered around the Dallas-Fort Worth-Arlington Metropolitan Statistical Area (MSA). The region is a collection of cities, suburbs, exurbs, and rural areas that are becoming increasingly interdependent economically.

The COVID-19 Global Pandemic has caused the North Central Texas Council of Governments region to pause and pivot on many fronts since early 2020. While the long-term impacts of the Pandemic on the region are unknown, the region has experienced great economic injury since the start of the Pandemic. Though there have been negative economic impacts, there have also been the emergence of new technologies, tools, ways of working, opportunities for innovation, and more. A spotlight on inequities across all aspects of life has also emerged due to the Pandemic. This is an opportunity to ensure the region builds effective inclusive economies for the future so that all populations have accessibility to resources, which are imperative to success for the region.

In the global economy, many of the world's prominent companies have enormous flexibility in the sense that they can be located anywhere on the globe. Experience shows that companies locate to areas where there is an abundant and highly-skilled workforce, high quality of life, good school systems, efficient transportation networks, affordable housing, and supportive government entities. Taking pro-active steps to ensure the region attracts new companies, retains existing companies, and continues to thrive, will allow the region to remain competitive.

The Comprehensive Economic Development Strategy (CEDS) document has traditionally been intended to serve as a region's economic development guide, with a focus on how the regional Economic Development District can use the CEDS to add the most value to their region's economic competitiveness. For some smaller regions, the CEDS is the only regional guide for growth; thus, taking on an important role in shaping strategies of local

governments. In larger metro regions like this North Central Texas Region, the CEDS is just one of many strategies being developed to support the region.

The role as the Economic Development District for North Central Texas is to view the region as a unit of counties and cities that compete globally for employers and workers. The CEDS, therefore, is not intended to provide guidance to individual cities and counties about what they need to be doing in their economic development programs; rather, its focus is on capacity-building strategies that include transportation, infrastructure, education, and healthcare, in addition to housing and environmental measures. These strategies are meant to enhance the region's global competitiveness for economic development, as well as to address recovery and resiliency in the event of economic shocks.

The North Central Texas Regional CEDS was prepared under the direction of a committee of participants from across the region that included more than 160 representatives from local government, education, workforce development, economic development, chambers of commerce, and the private sector. Twenty-two CEDS work sessions were held, virtually, and were well attended. During the work sessions, in-depth discussions took place in the areas of housing, transportation, education, workforce development, healthcare, financial resources, technical assistance, and collaborative partnerships. Input from these meetings, as well as survey responses to an industry survey were used to determine the goals that are included in this CEDS. These goals focus on workforce development, economic development, education, community development, technology, and transportation.

Because of the diverse nature of the North Central Texas Region in terms of its vast size, and urban and rural area needs, the region was organized into ten clusters. Eight clusters were based on regional geography and two clusters were based on education and workforce, respectively. Strength, Weakness, Opportunity, and Threat (SWOT) analyses were performed by each cluster to identify regional goals and objectives for the CEDS.

CLUSTER 1	CLUSTER 2	CLUSTER 3	CLUSTER 4	EDUCATION CLUSTER	WORKFORCE CLUSTER
Palo Pinto	Hood	Johnson	Hunt	ISDs	NCTCOG Workforce Solutions (14 counties)
Parker	Erath	Ellis	Kaufman	Higher Education	Tarrant County Workforce Solutions
Wise	Somervell	Navarro	Rockwall	Workforce Solutions	Dallas County Workforce Solutions
CLUSTER 5	CLUSTER 6	CLUSTER 7	CLUSTER 8		
Collin	Dallas	Denton	Tarrant		

The cluster Strength, Weakness, Opportunity, and Threat (SWOT) analyses brought to light several major strategic areas as critical foci to ensuring that the North Central Texas region is positioned to be globally

competitive for retaining and attracting economic development: education & workforce development; strengthening economic competitiveness, including business attraction and retention, in the global economy; fostering a climate and culture that promotes entrepreneurship; maintaining and improving robust transportation and public infrastructure; and maintaining and improving the quality of life that makes north-central Texas such a great place to live, work and raise a family. The CEDS specific goals and objectives to address these strategic areas over the next five years are located in Section 4, Goals & Objectives, of the CEDS.

NCTCOG serves as the lead organization for the projects listed in this plan and will collaborate with regional partners, including chambers of commerce, workforce development boards, economic development organizations, school districts, higher education institutions, and others, to support these goals and objectives over the five years covered by this document.

NCTCOG, in adopting this CEDS, seeks to expand the capacity of all economic development organizations in the North Central Texas region and to strengthen the concept of regionalism. Our goal is to encourage elected officials, economic development practitioners, business leaders, regional stakeholders, and communities to build a healthy, growing and vibrant region for the future.

SECTION 2

AREA OVERVIEW & BACKGROUND

[\(Return to TOC\)](#)

The North Central Texas Council of Governments (NCTCOG) is a political subdivision of the state and a voluntary association of local governments with a membership of 235 political jurisdictions. It is not a government, in that it cannot levy taxes or enact laws. Its primary purposes are to perform long-range, comprehensive planning for matters that transcend jurisdictional boundaries, promote the sound development of the 16-county region, and facilitate cooperation and coordination among its member governments. These responsibilities will continue to increase in importance as the region is forecasted to grow from one of 7.8 million people to a population of some 10 to 11 million by 2030. The Texas Demographic Center [reports](#) that the NCTCOG area continues to experience strong growth across the region.

The North Central Texas Region is a mix of urban, suburban, exurban, and rural counties anchored by the Dallas-Fort Worth-Arlington Metropolitan Statistical Area (MSA), the fourth largest metro area in the U.S. It is a major commercial, industrial, medical, and transportation hub that also includes several predominantly rural, agricultural counties.

A. DEMOGRAPHIC AND SOCIOECONOMIC DATA

- **Population** – With just over 7 million people currently reside in the 16-county NCTCOG region, with most of the population (63.3%) concentrated in Dallas (2,734,111) and Tarrant (2,143,755) counties. The remaining 14 counties range in size from Collin (1,039,369) and Denton (897,953) counties to Navarro (47,985), Erath (41,526), Palo Pinto (27,859) and Somervell (9,294) counties.

POPULATION PROJECTIONS FOR NCTCOG REGION		
Year	Area Name	Total Population
2050	North Central Texas	13,396,235
2045	North Central Texas	12,302,549
2040	North Central Texas	11,297,784
2035	North Central Texas	10,352,649
2030	North Central Texas	9,459,868
2025	North Central Texas	8,628,820
2020	North Central Texas	7,874,046
2015	North Central Texas	7,186,272
2010	North Central Texas	6,539,950
SOURCE: Texas Demographic Center		

POPULATION & GROWTH

POPULATION BY NCTCOG COUNTIES						
COUNTY	2010	2015	2020	2030	Change 2010-20	Change 2010-30
Collin	782,341	904,421	1,039,369	1,391,461	25%	44%
Dallas	2,368,139	2,551,029	2,734,111	3,106,298	13%	24%
Denton	662,614	771,688	897,953	1,234,110	26%	46%
Ellis	149,610	163,301	177,721	209,581	16%	26%
Erath	37,890	39,471	41,526	45,514	9%	17%
Hood	51,182	54,870	58,643	66,206	13%	23%
Hunt	86,129	90,372	95,324	104,802	10%	18%
Johnson	150,934	161,209	171,701	194,098	12%	22%
Kaufman	103,350	113,657	125,134	152,682	17%	32%
Navarro	47,735	47,908	47,985	47,306	1%	-1%
Palo Pinto	28,111	27,979	27,859	27,031	-1%	-4%
Parker	116,927	125,811	135,621	157,333	14%	26%
Rockwall	78,337	89,731	102,243	134,114	23%	42%
Somervell	8,490	8,832	9,294	10,253	9%	17%
Tarrant	1,809,034	1,973,526	2,143,755	2,507,170	16%	28%
Wise	59,127	62,467	65,807	71,909	10%	18%
SOURCE: Texas Demographic Center, U.S. Census Bureau						

POPULATION BY RACE AND HISPANIC ORIGIN, 2019	Value	Pct. of Total
Total	7,320,663	100%
American Ind. or Alaskan Native Alone	34,712	0.50%
Asian Alone	504,598	6.90%
Black Alone	1,158,204	15.80%
Native Hawaiian and Other Pac. Isl. Alone	7,781	0.10%
White Alone	5,002,818	68.30%
Two or More Race Groups	217,132	3.00%
Hispanic or Latino		
Total Hispanic or Latino	2,117,162	28.90%
Mexican	1,750,076	23.90%
Cuban	19,028	0.30%
Puerto Rican	52,794	0.70%
Other	295,264	4.00%
SOURCE: Texas Demographic Center, U.S. Census Bureau		

	POPULATION BY AGE GROUP (2019)						
County	Under 18	18-24	25-34	35-44	45-54	55-64	65 and up
Collin	265,291	85,315	132,326	164,365	154,014	116,844	116,575
Dallas	680,158	250,631	438,125	360,295	323,587	290,976	291,744
Denton	215,457	82,498	131,152	135,797	127,147	101,080	94,076
Ellis	48,692	17,072	22,799	25,009	24,100	23,885	23,269
Erath	9,058	9,213	5,912	4,059	3,930	4,275	6,251
Hood	12,739	4,469	6,706	5,771	6,961	9,424	15,573
Hunt	23,699	9,831	11,527	11,735	11,805	14,684	15,313
Johnson	45,535	15,458	22,064	22,980	22,547	22,226	25,007
Kaufman	38,006	12,386	17,474	20,348	16,368	14,728	16,844
Navarro	13,233	4,659	4,654	6,073	6,316	6,625	8,553
Palo Pinto	6,656	2,709	2,951	3,158	3,652	4,280	5,783
Parker	36,135	11,521	15,643	18,265	19,190	19,685	22,439
Rockwall	27,941	7,662	11,625	16,699	14,940	13,194	12,854
Somervell	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Tarrant	547,233	197,127	313,443	289,070	267,864	243,100	244,678
Wise	17,579	5,717	8,433	9,156	8,562	10,571	9,966
NCTCOG Region (Without Somervell)	1,987,412	716,268	1,144,834	1,092,780	1,010,983	895,577	908,925
Texas	7,396,631	2,826,700	4,242,661	3,959,419	3,556,845	3,274,898	3,738,727
United States	72,967,785	30,373,170	45,578,475	41,914,845	40,863,107	42,468,113	54,074,028
Source: U.S. Census Bureau (2019 ACS Data "Population by Age")							

The NCTCOG region is also characterized by its youth, with more than 30 percent of its population being under the age of 20. Just over half of the population is in the young adult to the adult working-age group of 25-64, with another 10.9 percent (65+) nearing the end of their working career.

- Educational Attainment** – The region offers a variety of public, charter, and private schools with robust programming in life sciences, engineering, and the arts. The University of North Texas at Denton, the University of Texas at Dallas, and the University of Texas at Arlington are among Texas’ seven “emerging research” universities and are currently expanding program capabilities and funding to become world-class “tier one” research institutions, which are nationally recognized for the highest levels of innovation and academic excellence. UT Southwestern Medical Center is among the nation’s best in biology and biochemistry research, boasting countless clinical breakthroughs and innovations.

The region is home to 13 major universities: University of North Texas - Denton, The University of Texas at Arlington, The University of Texas at Dallas, Texas Woman’s University, Southern Methodist

University, Texas A & M University-Commerce, Texas Christian University, Dallas Baptist University, Texas Wesleyan University, University of Dallas, UT Southwestern, Tarleton State University, and the University of North Texas – Dallas.

EDUCATIONAL ATTAINMENT

County	Population (25 and older)	No HS Diploma	HS Diploma Only	Some College, No Degree	Associate's Degree	Bachelor's Degree	Postgraduate Degree
Collin	534,293	30,677	74,707	98,623	40,362	184,739	105,185
Dallas	1,396,834	288,448	314,790	271,168	81,415	284,342	156,671
Denton	465,272	32,936	78,157	101,757	36,008	147,378	69,036
Ellis	89,807	12,023	23,996	23,410	7,908	15,911	6,559
Erath	18,358	2,107	4,522	3,774	1,601	4,646	1,708
Hood	27,673	3,351	8,603	7,061	1,856	4,661	2,141
Hunt	47,190	6,968	15,972	11,420	3,557	6,223	3,050
Johnson	85,958	11,565	31,266	20,971	6,397	11,254	4,505
Kaufman	64,844	8,637	20,763	16,054	5,715	9,597	4,078
Navarro	23,737	5,182	6,619	6,018	2,426	2,300	1,192
Palo Pinto	13,899	2,121	5,078	3,442	1,260	1,454	544
Parker	69,276	7,286	19,659	16,045	7,199	13,321	5,766
Rockwall	51,331	3,799	8,926	12,052	4,964	14,063	7,527
Somervell	4,623	446	1,918	866	141	1,043	209
Tarrant	1,088,274	146,992	257,363	241,235	85,967	244,293	112,424
Wise	34,601	4,646	11,857	8,605	3,104	4,957	1,432
NCTCOG Region	4,015,970	567,184	884,196	842,501	289,880	950,182	482,027
NCTCOG Region %		14.1%	22.0%	21.0%	7.2%	23.7%	12.0%
Texas %		15.3%	24.7%	21.8%	7.6%	20.4%	10.3%
United States %		10.9%	25.7%	20.7%	9.1%	21.2%	12.3%
Source: JobsEQ							

- Household Income** – The median household income for the NCTCOG region is \$68,531 which is slightly higher than the national average in 2019 of \$62,843. According to the [U. S. Census Bureau](#):
 - Median household income increased from \$56,997 in 2011 to \$68,531 in 2019.
 - Median income is expected to rise to \$80,065 in the year 2030. The project national median income in 2030 is expected to be \$72,924.

MEDIAN HOUSEHOLD INCOME

County	2011	2019	2030	Change 2019-2030
Collin	\$ 82,758.00	\$ 96,931.00	\$ 111,104.00	14.62%
Dallas	\$ 48,942.00	\$ 59,607.00	\$ 70,272.00	17.89%
Denton	\$ 72,305.00	\$ 86,913.00	\$ 101,521.00	16.81%
Ellis	\$ 62,639.00	\$ 76,871.00	\$ 91,103.00	18.51%
Erath	\$ 40,096.00	\$ 52,742.00	\$ 65,388.00	23.98%
Hood	\$ 54,002.00	\$ 64,041.00	\$ 74,080.00	15.68%
Hunt	\$ 45,253.00	\$ 54,959.00	\$ 64,665.00	17.66%
Johnson	\$ 55,970.00	\$ 64,359.00	\$ 72,748.00	13.03%
Kaufman	\$ 60,575.00	\$ 70,107.00	\$ 79,639.00	13.60%
Navarro	\$ 41,074.00	\$ 48,529.00	\$ 55,984.00	15.36%
Palo Pinto	\$ 40,385.00	\$ 50,154.00	\$ 59,923.00	19.48%
Parker	\$ 63,725.00	\$ 77,503.00	\$ 91,281.00	17.78%
Rockwall	\$ 82,146.00	\$ 100,920.00	\$ 119,694.00	18.60%
Somervell	\$ 48,401.00	\$ 60,632.00	\$ 72,863.00	20.17%
Tarrant	\$ 56,178.00	\$ 67,700.00	\$ 79,222.00	17.02%
Wise	\$ 57,511.00	\$ 64,536.00	\$ 71,561.00	10.89%
NCTCOG Region	\$ 56,997.50	\$ 68,531.50	\$80,065.50	16.83%
Texas	\$ 50,920.00	\$ 61,874.00	\$72,828.00	17.70%
United States	\$ 52,762.00	\$ 62,843.00	\$72,924.00	16.04%

Source: U.S. Census Bureau 2011 &2019: ACS 5-Year Estimates Subject Tables

EMPLOYMENT

- **Employment & Labor** – The average annual unemployment rate in 2019 for the 16-county NCTCOG region was 4.5 percentage, compared to the national average of 5.3 percent and the Texas average of 5.1 percent. In 2019, the labor participation rate for the region was 68.5 percent, 64.7 percent for Texas, and 63.4 percent for the nation.

County	Population 16 years and over	Labor Force Participation Rate	Employment/Population Ratio	Unemployment Rate
Collin	747,996	70.8%	68.1%	3.7%
Dallas	1,992,003	68.8%	65.5%	4.8%
Denton	649,825	72.6%	69.8%	3.9%
Ellis	132,496	66.8%	64.4%	3.4%
Erath	34,093	61.1%	58.9%	3.6%

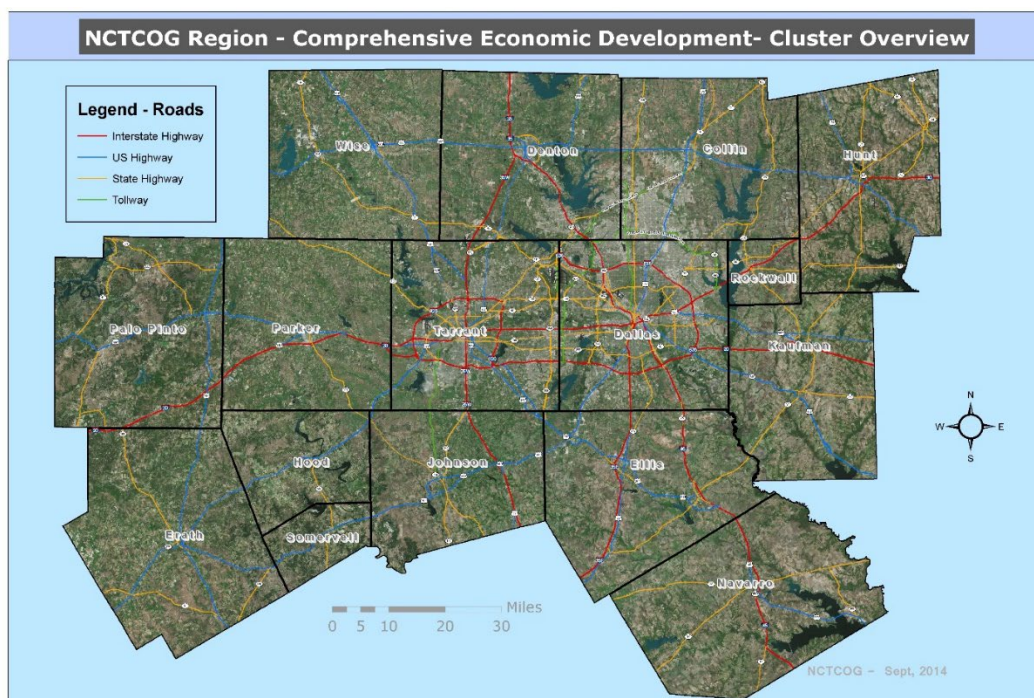
Hood	47,445	54.4%	52.3%	3.8%
Hunt	74,269	58.7%	55.7%	5.1%
Johnson	128,955	62.8%	60.4%	3.5%
Kaufman	93,080	66.8%	63.0%	5.6%
Navarro	37,608	60.5%	56.1%	7.3%
Palo Pinto	22,579	56.3%	52.1%	7.4%
Parker	104,742	62.7%	59.6%	4.7%
Rockwall	73,948	68.0%	65.3%	3.9%
Somervell	7,081	54.0%	51.8%	4.1%
Tarrant	1,568,856	68.2%	64.8%	4.7%
Wise	51,986	60.6%	58.0%	4.4%
NCTCOG Region	5,766,962	68.5%	65.4%	4.5%
Texas	21,736,238	64.7%	61.0%	5.1%
United States	259,662,880	63.4%	59.6%	5.3%

Source: U.S. Census Bureau 2019: ACS 5-Year Estimates Subject Tables

B. ENVIRONMENTAL, GEOGRAPHIC, CLIMATE, CULTURAL AND NATURAL RESOURCES PROFILE.

- **Geographic** — The NCTCOG region is located in north-central Texas and includes the following 16 counties: Collin, Dallas, Denton, Ellis, Erath, Hood, Hunt, Johnson, Kaufman, Navarro, Palo Pinto, Parker, Rockwell, Somervell, Tarrant, and Wise.

The economic and population hub for the region is centered on the Dallas-Fort Worth-Arlington Metropolitan Statistical Area (MSA), the fourth largest MSA, by population, in the United States.



- **Climate** — The Dallas-Fort Worth Metroplex, the heart of the NCTCOG region, is located in North Central Texas, approximately 250 miles north of the Gulf of Mexico. It is near the headwaters of the Trinity River, which lie in the upper margins of the Coastal Plain. The rolling hills in the area range from 500 to 800 feet in elevation.

The Dallas-Fort Worth climate is humid subtropical with hot summers. It is also continental, characterized by a wide annual temperature range. Precipitation also varies considerably, ranging from less than 20 to more than 50 inches. Winters are mild, but “northers” occur about three times each month, and often are accompanied by sudden drops in temperature. Periods of extreme cold that occasionally occur are short-lived so that even in January mild weather occurs frequently.

The highest temperatures of summer are associated with fair skies, westerly winds, and low humidity. Characteristically, hot spells in summer are broken into three-to-five-day periods by thunderstorm activity. There are only a few nights each summer when the low temperature exceeds 80°F. Summer daytime temperatures frequently exceed 100°F. Air conditioners are recommended for maximum comfort indoors and while traveling via automobile.

Throughout the year, rainfall occurs more frequently during the night. Usually, periods of rainy weather last for only a day or two and are followed by several days with fair skies. A large part of the annual precipitation results from thunderstorm activity, with occasional heavy rainfall over brief periods. Thunderstorms occur throughout the year but are most frequent in the spring. Hail falls on about two or three days a year, ordinarily with only slight and scattered damage. Windstorms occurring during thunderstorm activity are sometimes destructive. Snowfall is rare.

The average length of the warm season (freeze-free period) in the Dallas-Fort Worth Metroplex is about 249 days. The average last occurrence of 32°F or below is mid-March and the average first occurrence of 32°F or below is in late November.

- **Natural Resources** —Texas occupies approximately seven percent of the United States' water and land area, according to *USA Today*. Oil and natural gas resources have been extremely important to the development of the North Central economy over the last century. According to the American Oil & Gas Historical Society, the first Texas oil boom occurred in 1894 when the Corsicana oilfield, in Navarro County, was discovered by a drilling contractor hired by the city to find water.

Although the NCTCOG region is not nearly as reliant on energy production as it was in the past, the Barnett Shale is still a significant producer of natural gas. The Barnett extends from the city of Dallas to the west and south, covering roughly 5,000 square miles over 18 counties.

Limestone is abundant in Hill and Johnson counties, while bituminous coal is found in Erath, Palo Pinto, Parker, and Wise counties.

- **Environmental** — In 2012, the U.S. Environmental Protection Agency (EPA) designated 10 counties (Collin, Dallas, Denton, Ellis, Johnson, Kaufman, Parker, Rockwall, Tarrant, and Wise) in North Central Texas as nonattainment for the pollutant ozone in accordance with the 1997 8-hour ozone National Ambient Air Quality Standards (NAAQS). These standards are designed to protect human and environmental health, and ground-level ozone is monitored and targeted for reductions due to its potentially harmful effects. Four main sources of ozone-causing emissions include On-road Mobile Sources like cars and trucks, Non-road Mobile Sources like construction equipment, Point Sources like electric generating utilities and industrial boilers, and Area Sources like solvent use and agriculture.

The development of an air quality plan, known as the State Implementation Plan (SIP), is required for all nonattainment areas to demonstrate how ozone will be reduced to levels compliant with the NAAQS. The SIP for the Dallas-Fort Worth nonattainment area includes programs to get older cars off the road, technologies to clean up vehicles already on the road, and education programs so that citizens can do their part in improving air quality in North Texas.

NCTCOG works in cooperation with federal, state, and local partners to ensure all air quality requirements are met. NCTCOG strives to achieve attainment of the ozone NAAQS as early as possible and contributes to a better quality of life for all North Texans.

- **Cultural.** — The NCTCOG region represents a rich a diverse cultural heritage. Not surprisingly, just over 28.9 percent of the region’s population is Hispanic or Latino, while another 15.8 percent is Black or African-American. Together, those two groups make up almost half (44.7%) of the region’s population. The next largest ethnic group is Asian (6.9 %), followed by Native American (.5%).

The North Central Texas region still reflects its traditional Southwestern heritage, a blend of Hispanic culture and rugged frontier individualism strongly influenced by the cattle and oil economies that helped build modern Texas. Over the past several decades, Texas has evolved into a dynamic modern economy that has transitioned from a heavy reliance on natural resources into a technology-driven economy that. According to the International Monetary Fund and the U.S. Bureau of Economic Analysis, Texas’ economy would rank No. 12 among the other nations in the world, just behind India, Russia, and Canada, and ahead of nations such as Australia, Korea, Spain, Mexico, Indonesia, and The Netherlands.

Despite its dramatic economic and population growth over the previous generation or two, which included a huge influx of people from within the U.S. and from around the world, Texas has still maintained its unique, and traditional cultural heritage.

- **Quality of Life** — North Central Texas region includes many assets that provide for a good quality of life. Natural resources such as parks, trails, lakes, grasslands, waterways, and other outdoor resources offer many options for the outdoors. The reactivation and revitalization of many old town areas has created the opportunity to experience local culture in many communities across the region.

The region is also home to many sports and entertainment venues that draw a local and national audience. Across the diverse region, the arts community has thrived and grown over the last few decades. The region’s communities range from urban areas that are walkable to rural areas with wide open space, and traditional suburban communities. These options provide a variety of lifestyle options.

Over the past decade, the region has taken advantage of its assets and quality of life to attract several world-class businesses. Toyota Motor Manufacturing was one of those businesses. In the future, the area’s cultural environment and quality of life will likely play an increasingly important role in the economic growth process. While the NCTCOG region continues to be an attractive location for new business ventures and investment, much remains to be done to make it a major player in the U.S. and global markets.

C. INFRASTRUCTURE ASSETS.

The Dallas-Fort Worth-Arlington MSA, or “Metroplex” as it is commonly known, has a large and robust transportation infrastructure comprised of highways, railways, and airports that, with the tremendous growth in the region, require constant, and expensive, maintenance and expansion to meet capacity and

safety requirements. As the population grows and the existing infrastructure ages, the cost of building new roads and public transportation infrastructure, improving rail capacity, and related infrastructure within the region, and throughout the state, have emerged as issues that require urgent attention that must continue to be addressed by the Texas Legislature, Texas Department of Transportation (TxDOT) and other local and regional entities in the years ahead.

- **Highways** — The NCTCOG region’s transportation infrastructure provides the foundation upon which the region’s economy functions. Transportation access within the region, and its external linkages to other parts of the state and the nation, are crucial for the region’s long-term economic success. The ever-increasing need to upgrade and maintain the highway network within the region is essential to providing a high level of connectivity between communities within the region, as well as to other regions throughout Texas and the rest of the U.S.

The NCTCOG region is a major highway crossroads, with four major interstate highways (I-20, I-30, I-35, and I-45) connecting the region with the rest of the U.S. In addition, US-67, US-75, US-77, US-80, US-175, and US-287 also service the region. The state of Texas maintains numerous state highways and farm-to-market roads, while local jurisdictions (counties and cities) maintain the rest of the region’s public road infrastructure.

The region is also home to the nation’s largest system of tolled managed lanes. Managed lanes allow users to choose whether to travel at no charge on regular freeway lanes or to pay a toll for a more reliable travel experience at a guaranteed speed of 50+ mph.

While the region is currently well-served by major U.S. and state highways, rural communities still tend to be more isolated. A long-term goal is to ensure that all communities in the region are well-served by a comprehensive network of highways and roads.

- **Airports** — The NCTCOG region, under its geographic location, population, and dynamic economy, is also a major hub for commercial passenger air and air cargo. Dallas-Fort Worth International Airport (DFW), Dallas Love Field, and Fort Worth Alliance Texas Airport are the major airports serving the region, with a large number of smaller executive and municipal airports located throughout the area. The 16-county region of North Central Texas is home to a variety of public and private aviation facilities. Of the more than 400 aviation facilities, 56 are public-use facilities, with 29 included in the FAA’s National Plan of Integrated Airport System.
- **Public Transportation, Rail & Intermodal** — Dallas Area Rapid Transit (DART) operates bus service, light rail, and on-demand transit service within its service area. DART’s [light rail](#) system serves [Dallas](#) and its other member cities. The system consists of 93 miles between its four lines: the [Red Line](#), the [Blue Line](#), the [Green Line](#), and the [Orange Line](#). It is also the longest light rail system in the U.S. DART’s Silver Line, a commuter train, is currently under construction and, when complete, will provide service between Plano and DFW Airport, where passengers will be able to transfer to Trinity Metro’s TexRail line

DART partners with the Fort Worth Transportation Authority (Trinity Metro) to operate the [Trinity Rail Express \(TRE\)](#), a commuter train, which offers commuter rail service between downtown Fort Worth and Dallas, with stops at several “mid-cities” suburbs in between.

The Fort Worth Transportation Authority (FWTA), known as Trinity Metro, operates bus service, commuter rail, and on-demand service within its service area. The commuter train, TexRail, operates between downtown Fort Worth and DFW Airport, where passengers can transfer to the DART Silver Line once completed.

The [Denton County Area Transit \(DCTA\)](#) operates bus services, commuter rail, and on-demand transportation within Denton County. A DCTA regional commuter rail line connects Denton County to DART services.

The City of Arlington operates city-wide on-demand transit service through a contract with VIA. The service provides residents the ability to request rides anywhere within the city, as well as providing a connection to the Trinity Rail Express commuter train at the Centerport Station.

In addition, many cities operate or contract various levels of transit service for mobility challenged populations including low income, elderly, and persons with disabilities.

To this end, it is also important to ensure that public-based transportation systems within the Dallas-Fort Worth-Arlington metropolitan area, as well as the larger communities in the region, are optimized to provide appropriate public transportation services for local residents and visitors.

The NCTCOG region is also a major rail crossroads, with three of the country’s eight Class 1 railroads — Union Pacific, Burlington Northern Santa Fe, and Kansas City Southern — providing service to the NCTCOG region. Each of the three major carriers also operates large intermodal terminals located within the Metroplex.

- **Utility Infrastructure** — As with every other type of infrastructure, population growth and aging infrastructure create enormous challenges for regional governments. Every year, NCTCOG's Public Works program is updated and paid for cooperatively by cities and counties across North Central Texas. The FY2015 Public Works Program was approved by the Public Works Council in June 2014.

The Public Works Council (PWC), initially established in 1984 as the Public Works Advisory Committee, provides expertise and support to the Executive Board and staff on a wide range of local public works issues. For example, the PWC provides continuing advice regarding the Public Works Construction Standards - North Central Texas, as well as such issues as managing right-of-way, comprehensive and consistent stormwater management through iSWM, and regional pavement design guidance, as well as identified sub-regional issues.

Management of public works facilities is an especially important component of the responsibilities of cities, counties, and special districts across North Central Texas. The quality of the region’s

infrastructure (its roads, water distribution, wastewater collection, and storm drainage systems) has always been a high priority and a source of pride for its communities. The Public Works Council created the Public Works Construction Standards to guide infrastructure development in North Central Texas.

Currently, the North Central Texas Council of Governments and the Public Works Council are in the process of updating the current version of the Public Works Construction Standards – North Central Texas, 2004 Version. We anticipate the update will be completed by the end of 2015.

- **Broadband** – With the increased dependency on technology in all aspects of life, broadband has become an essential and important component in how we live, work, and play in our communities. The NCTCOG Economic Development District provides a list of resources for communities interested in investing in broadband infrastructure. These resources can be found on the [Resource](#) webpage of the Economic Development Division of the NCTCOG.
- **Other** – Electric Vehicle (EV) Charging Stations are expected to become a necessary infrastructure of the future. The [DFW Clean Cities Coalition](#), a part of the NCTCOG Transportation Department, works with local fleets to promote practices and decisions to reduce transportation energy use and improve air quality. They are working to reduce barriers to EV adoption and EV supply equipment (EVSE) installation in the North Texas Region.

D. INDUSTRY SECTORS

Industry clusters are geographic concentrations of competing, complementary, or interdependent firms and industries that do business with each other and/or have common needs for talent, technology, and infrastructure.

According to the Dallas Regional Chamber, the targeted industry clusters in the urban Metroplex include Aerospace, Healthcare, High Tech Infrastructure, Logistics, Manufacturing, and Technology. The Regional Workforce Leadership Council (RWLC) has guided the work of developing industry clusters, was formed in 2002 with a Memorandum of Understanding between the Dallas, North Central Texas and Tarrant Workforce Boards, and the Arlington, Dallas, and Fort Worth Chambers of Commerce.

Major industries in North Central Texas include Aviation, Energy, Finance, Healthcare, High Tech, Logistics, and Manufacturing. The region is also home to 24 Fortune 500 Headquarters, 44 Fortune 1000 Headquarters, 3 Fortune 10 Companies, and 3 Global 25 Companies. According to the Dallas Regional Chamber, over the last five years, the region has created 300,000 new jobs. In 2019, Forbes magazine listed the region as the 2nd fastest growing economy.

- **Aviation and Aerospace** — The North Central Texas region area is among the nation's top regions for aviation and aerospace activity, with more than 90,000 people employed in the industry. The region is headquarters to two mainline airlines, American Airlines and Southwest Airlines, as well as regional jet operator (and American Airlines partner) American Eagle Inc. Both American and

Southwest operate major maintenance bases here, creating a strong foundation of aviation employment. Lockheed Martin and Bell Helicopter Textron are the largest aerospace employers, with more than 15,000 employees between them.

- **Finance** — The North Central Texas region is a key U.S. financial center, hosting the corporate headquarters of Comerica Inc., as well as call centers for major banks such as Bank of America, Capital One, and Fidelity Investments. Major centers for JPMorgan Chase & Co., Citigroup Inc., and Wells Fargo & Co. are also among the top employers in the region. Financial firms are distributed throughout the region, but the biggest concentration is centered in downtown Dallas and its northern suburbs of Addison and Plano. Downtown Fort Worth also has a strong array of financial firms. The region is also home to the Federal Reserve Bank of Dallas, one of 12 regional Federal Reserve Banks in the U.S., and the Bureau of Printing and Engraving, located in Fort Worth.
- **Healthcare** — Health industry companies are located throughout the North Central Texas region, making it easy for them to tap into a broad base of skilled employees. The health care industry in the region is more than health care services: it is also manufacturing, research, and goods distribution. The activities often cluster around each other, creating synergy within the health care community.
- **High Technology** — The Dallas-Fort Worth Metroplex has the 6th largest concentration of high-tech jobs in the U.S., according to the Dallas Regional Chamber. The new era of information and communication technologies began in Dallas in 1958 with the invention of the microchip at Texas Instruments. The technology industry in the region encompasses four general categories: manufacturing, information services, professional technical services, and bio-life sciences.
- **Logistics** — The region's central U.S. location makes it an important distribution hub, with quick access to rail, air, and over-the-ground truck transportation. The region is also a global inland port, with two airports capable of large-scale cargo operations: Dallas-Fort Worth International and Fort Worth Alliance. Major rail logistics hub operations for the two primary western U.S. railroads: Fort Worth-based Burlington Northern Santa Fe (BNSF) and Union Pacific (UP), tap into major east-west arteries and provide important links to Mexican markets. By truck, distributors can efficiently move products throughout the central part of the U.S., reaching 93 percent of the population within 48 hours.
- **Manufacturing** — Manufacturing makes up over 70 percent of the regional economy by employment. The Metroplex has more manufacturing activity than any other metro area in Texas, according to data from the Dallas Regional Chamber. The size and scope of operations here create a diverse manufacturing landscape across many sectors. Goods that are built here range from boots and clothing to bricks, steel, plastics, and aerospace components.
- **Small businesses** - According to the Dallas Regional Chamber and the Small Business Administration (SBA), businesses with fewer than 500 employees represented roughly 99.7 percent of all employers nationally, created 64 percent of net new private-sector jobs, and accounted for 42 percent of

private payroll. In Dallas-Fort Worth, small business is a vital part of our economic success because of its entrepreneurial spirit and drive for innovation.

E. EDUCATIONAL INSTITUTIONS.

- ***Universities Located in Region*** – The following 4-year colleges and universities are located in the NCTCOG region: Arlington Baptist College, Criswell College, Dallas Baptist University, Dallas Christian College, Dallas Theological Seminary, Our Lady of the Lake University, Southern Methodist University, Southwestern Adventist University, Southwestern Assemblies of God University, Southwestern Baptist Seminary, Southwestern Medical Center, Tarleton State University, Texas A&M University-Commerce, Texas A&M University School of Law, Texas Christian University, Texas Wesleyan University, Texas Woman’s University, Tyndale Theological Seminary, University of Dallas, University of North Texas, University of North Texas at Dallas, University of Texas at Arlington, University of Texas at Dallas, and many online universities.
- ***Community College Districts Located in Region*** – The 16 counties encompassing the NCTCOG region are served by 10 separate community colleges: Collin College, Dallas County Community College District (Brookhaven College, Cedar Valley College, Eastfield College, El Centro College, Mountain View College, North Lake College, and Richland College), Hill College, North Central Texas College, Navarro College, Paris Junior College, Ranger College, Tarrant County College District, Trinity Valley Community College and Weatherford College.
- ***Educational Institutions (ISDs & Community Colleges) Serving each County*** – In addition to the 10 separate community college districts, the NCTCOG region is served by 200 local independent school districts.

F. REGIONAL ECONOMIC TIES TO STATE AND NATIONAL ECONOMY.

The North Central Texas region has been a major hub of economic activity for decades. The region has experienced a great amount of positive economic activity due to diversified industries and other factors.

North Central Texas has become a magnet for the nation’s largest corporations. In 2021, 24 Fortune 500 companies were listed as having their corporate headquarters located in the Dallas-Fort Worth-Arlington MSA, while 44 Fortune 1,000 corporate headquarters are located in the Metroplex. Many of these companies are household names such as ExxonMobil, Texas Instruments, AT&T, American Airlines, Kimberly-Clark, Toyota, Charles Schwab, CBRE, and McKesson.

G. FACTORS IMPACTING ECONOMIC PERFORMANCE – SWOT ANALYSIS

The CEDS Committee, because of the diverse nature of the North Central Texas region, organized itself into eight sub-regional clusters based on geography, as well as two functional clusters – education and workforce. Each cluster then performed a SWOT analysis of their sub-region or function areas.

The CEDS Committee and many regional stakeholders also completed an online Industry Survey ranking the importance of the economic matters listed below. Each subject area included fifteen to twenty different sub-categories.

- Economy
- Quality of Life
- Community Services and Infrastructure
- Health Care and Social Services

The major strategic areas that emerged as critical foci in the future of economic development across the North Central Texas region include:

- ***Economic Competitiveness*** — There was a strong consensus about the region's need to continuously expand upon and improve its economic competitiveness through the development of innovation-based clusters, as well as supporting efforts to attract new and expanding businesses while retaining existing businesses.

Among the strategies to accomplish this would be to support the development of innovation-based industry clusters that create high-wage jobs, to help communities implement economic development strategies that grow existing, locally-owned businesses and attract new companies to the region.

- ***Education & Workforce Development*** — Education is the foundation of our regional economy and there is an ever-increasing need to develop a globally competitive workforce that encourages businesses to start, locate and expand in the North Central Texas region.

A major element of this would be to collaborate with regional partners to promote alignment of economic and workforce development goals, including advocacy for emphasizing secondary, and postsecondary education and skills training to support high-growth, high-wage jobs. This will require a continued partnership with local universities within the region to increase the production of knowledge-based workers in science and technology sectors. The region has a strong and well-connected education community from elementary education through the higher learning institutions. Due to the increase in availability of online educational options, students have the opportunity to pursue degrees and certifications outside of the NCTCOG region. These opportunities increase the ability of students to pursue any type of advanced education.

- ***Entrepreneurship*** — [Small businesses](#) are an important economic engine for the economy and the North Central Texas region has always been a magnet for entrepreneurs. Our goal is to be the most entrepreneur-friendly region in the U.S.

A focus on ensuring entrepreneurs and small businesses have access to the resources they need to start and grow, generating awareness about the economic impact of entrepreneurs on the regional economy, as well as supporting efforts to improve access to capital, suppliers, customers, and collaborative relationships for entrepreneurs was important in the discussions. This would include

supporting other complementary initiatives including defined economic development priorities of member cities as well as regional accelerators, incubators, and public/private/academic partnerships.

- **Quality of Life** — There was also a strong desire to continue building on the quality of life through comprehensive community development throughout the region.

Some areas of concern included availability of affordable and diverse housing options, awareness of post-secondary education options in the region, and to increase accessibility to healthcare to underserved populations, particularly in the more remote rural areas of the region.

- **Transportation & Public Infrastructure** — There is a broad consensus to explore and promote comprehensive planning solutions to ensure that regional transportation and public infrastructure meets the needs of employers and citizens.

Among the many strategies would be to increase access to public transportation across the region, support development and implementation of regional water/wastewater management infrastructure, and the continued development and implementation of a master, multi-modal regional transportation infrastructure plan.

h. Economic Resilience

EDA describes [Economic Resilience](#) as “an area’s ability to prevent, withstand, and quickly recover from major disruptions (i.e., ‘shocks’) to its economic base. Many definitions of economic resilience limit its focus on the ability to quickly recover from a disruption. However, in the context of economic development, economic resilience becomes inclusive of three primary attributes: the ability to recover quickly from a shock, the ability to withstand a shock, and the ability to avoid the shock altogether.” These shocks can be either economic, technological, public health, or natural disasters (earthquakes, tornados, hurricanes, floods, fires, and other occurrences) that can cause major economic and social disruption.

- **Economic Development and Recovery Resources** – Due to the impacts of the Coronavirus 2019 Pandemic, the NCTCOG’s Economic Development division created an online [Resource](#) webpage listing web links to economic recovery resources and other helpful information. The division also established a regional distribution list consisting of over 300 regional economic development stakeholders. The distribution list provides an avenue for sharing information related to economic development, recovery, and resiliency.
- **Emergency Management** — The North Central Texas Regional Emergency Managers Group (REM) was established to provide an opportunity for Emergency Management professionals in North Central Texas to network regularly to discuss current issues and hear topical discussions or presentations, as well as to provide an organized format for correspondence with State or Federal contacts on issues important to the REM Group. [Economic Recovery](#)

- **Emergency Preparedness** — For over twenty years, the region has made substantial progress in the area of emergency preparedness. The region has established a process by which it responds to, or mitigates, natural disasters and other disruptions. The NCTCOG Emergency Preparedness Planning Council (EPPC) serves in an advisory role to the NCTCOG Executive Board and is responsible for providing policy direction and oversight functions to the development and maintenance of a coordinated and integrated regional approach to emergency management planning and response systems. The Council can also make recommendations as to how the region can most efficiently and effectively utilize state and/or federal financial assistance made available for emergency and disaster planning, mitigation, and recovery.

The Regional Emergency Preparedness Advisory Committee ([REPAC](#)), established in 2004, is a technical committee of the EPPC and is charged with formulating strategies and recommendations to accomplish coordinated and integrated emergency preparedness planning. The initial focus was on reviewing and approving regional homeland security projects. Subsequent activities include strategic planning, project implementation, evaluation of ongoing regional projects, and other current and future issues facing our region.

REPAC membership consists of 16 county representatives, three urban area representatives, fourteen subject matter expert representatives, and leadership. The subject matter expert representatives come from a wide range of disciplines, including police, fire, emergency management, public works, communications, medical/public health, and education.

- **Hazard Mitigation Plan** — NCTCOG has worked with the counties in the region to prepare [Hazard Mitigation](#) Plans. Counties and jurisdictions entered into an Inter-local Agreement to work on the plans, which are submitted to the Federal Emergency Management Agency (FEMA) and the Texas Department of Emergency Management (TDEM) for approval. FEMA and TDEM are reviewing the plans together to reduce the amount of time required for the review.

Fourteen counties have worked through NCTCOG to produce their plan, while Kaufman and Rockwall counties are coordinating their plan. All 16 counties across the region have written mitigation plans that are updated regularly.

- **Continuity of Operations (COOP)** — [COOP](#) is an initiative to ensure that agencies can continue the performance of essential functions under a broad range of circumstances and emergencies, including localized acts of nature, accidents, and technological or attack-related emergencies. To achieve this goal, the objective of organizations is to identify their essential functions and ensure that they can be continued throughout, or resumed rapidly after, a disruption of normal activities. A COOP plan establishes consistent performance metrics, prioritizes implementation plans, promulgates best practices, and facilitates consistent cross-agency continuity evaluations.
- **Long-term Recovery Workshops** — NCTCOG sponsors periodic seminars on long-term disaster recovery issues and challenges, bringing together entities throughout the region on a regular basis.

- **Mobile Workforce Unit** — The Workforce Solutions for North Central Texas Mobile Workforce Unit (MWU) is a 38-foot vehicle outfitted with 13 computer stations and a professional presentation system. The MWU is the perfect tool to aid employers in their recruitment and job fair efforts, as well as to respond to business or plant closures and other events involving significant job loss.

The MWU has also participated in many rapid response and disaster recovery events, giving those who lost their place of employment due to a lay-off or disaster, the opportunity to apply for unemployment benefits on-site, search for a new job, or update their resume.

- **National Incident Management System (NIMS) Training** — Developed by the Secretary of Homeland Security at the request of the President, the National Incident Management System (NIMS) integrates effective practices in emergency preparedness and response into a comprehensive national framework for incident management. The NIMS will enable responders at all levels to work together more effectively to manage domestic incidents no matter what the cause, size, or complexity.

NCTCOG guides the region and hosts NIMS training courses to assist the local jurisdictions in the region in reviewing the NIMS training matrix and making sure the appropriate staff and stakeholders are trained at the FEMA required levels.

- **Urban Shield Exercises** — NCTCOG sponsors multi-jurisdictional emergency response exercises, code-named NCT Urban Shield, designed to assess the region's ability to successfully respond to, and manage, multiple manmade disasters and other emergencies occurring simultaneously. The overarching goal of the NCT Urban Shield exercise is to provide a multi-layered training exercise to enhance the skills and abilities of participating regional first responders, as well as those responsible for coordinating and managing large-scale events. The exercises are designed to strengthen information sharing, test interoperable communications, and improve operations planning.

SECTION 3

STRATEGIC DIRECTION

[\(Return to TOC\)](#)

- a. **Vision Statement.** The North Central Texas Region will capitalize on its unique human, natural, cultural, industrial resources, and location to create a robust, diverse, innovative, and globally competitive economic marketplace that attracts and retains business and industry while supporting tourism growth, high-wage jobs, and opportunities that provide for the highest quality of life and sustainable prosperity for its citizens in an equitable and inclusive environment.

- b. **CEDS Goals & Objectives.**

- 1. **GOAL No. 1.** Develop a globally competitive and diverse **skilled workforce** for the future.

- Objectives:**

- a. Support the development of diverse educational options provided through home schooling, charter schools, private schools, public schools, community colleges, trade schools, public and private universities, Pathways in Technology Early College High School, Science, Technology, Engineering, the Arts and Mathematics programs, early college high schools
 - b. Support regional efforts to improve and develop an innovative and diverse workforce for current and future jobs that include new skills and technologies
 - c. Share resources and information related to equitable and inclusive access to education
 - d. Support the efforts of the region's three Workforce Development Offices
 - e. Encourage building strategic partnerships, which include a combination of social services, community and faith-based organizations, and educational providers to ensure a successful support system across the region
 - f. Encourage partnership programs that enhance the career exploration and career planning process for elementary and secondary education students to create system alignment

- 2. **GOAL No. 2.** Enhance the North Central Texas region's **economic competitiveness.**

- Objectives:**

- a. Support the development of innovation-based industry clusters that create high-wage jobs
 - b. Support the creation and retention of existing, new, and emerging industries
 - c. Promote innovation and transformation across industries
 - d. Encourage investment across rural, urban, suburban, exurb areas of the region
 - e. Encourage communities to implement economic development strategies that grow existing, locally-owned businesses and attract new companies to the North Central Texas Region

- f. Support business attraction and retention efforts of local and regional economic development entities
- g. Encourage the development and enhancement of wraparound services for employees
- h. Encourage investment and redevelopment in blighted areas
- i. Promote federal and state funding opportunities that support economic development and recovery

3. **GOAL No. 3.** Foster an environment that supports and creates an **entrepreneur-friendly** atmosphere for the North Central Texas region.

Objectives:

- a. Promote pathways to entrepreneurship across the region
- b. Support programs that encourage people of all ages and backgrounds to consider becoming entrepreneurs
- c. Promote resources that support entrepreneurs and small businesses so that they have access to the resources that help them start-up and grow
- d. Support efforts to provide entrepreneurs avenues through which they have access to training, mentorship, capital, and other necessary components to begin a business and remain successful
- e. Generate awareness about the economic impact of entrepreneurs on the regional economy
- f. Promote community engagement of North Central Texas colleges and universities in support of K-12 education, urban planning, entrepreneurship, community service, industrial partnerships, and improve coordination and resources devoted to incubation of new businesses

4. **GOAL No. 4.** Promote comprehensive planning solutions to ensure that **regional transportation and public infrastructure equitably** meets the needs of communities.

Objectives:

- a. Support NCTCOG Transportation Department's planning efforts and activities as the Metropolitan Planning Organization
- b. Support NCTCOG Environment and Development Department's plans to improve infrastructure, reduce costs and maintain economic competitiveness through the Development Excellence program
- c. Support and convey watershed initiatives that support strategic conservation of open spaces, provide a network of improved ecosystem benefits, reduce flood risks, provide recreational opportunities, and encourage efficient water use
- d. Support local and regional planning efforts, including development of integrated community/county land use, transportation, and economic development plans
- e. Support local efforts to replace and upgrade aging infrastructure throughout the region
- f. Support regional efforts to develop amendments and encourage adoption of building and plumbing codes to reduce costs and provide regional consistency

- g. Support and coordinate regional materials management and solid waste initiatives that encourage source reduction and reuse to pro-long the lifespan of existing landfill infrastructure
- h. Advocate for continued upgrading of critical infrastructure in the rural areas of the North Central Texas region
- i. Support the development of multimodal and intermodal transportation options
- j. Support the development of infrastructure to ensure walkability, bicycle friendly pathways, and access to public transportation in an equitable manner
- k. Support the development of the region's infrastructure to meet the demands of growth and new technologies
- l. Encourage the development and expansion of new infrastructure technologies such as broadband to ensure digital inclusion across all areas of the region

5. GOAL No. 5. Strengthen and promote equitable quality of life opportunities through **comprehensive community development** across the region.

Objectives:

- a. Support the Center of Development Excellence and the 12 principles of Development Excellence, which are a guide to cities, counties, school districts, other public agencies, and the private sector as they plan and create future development and redevelopment in the region. The 12 principles are:
 - 1. **Development Diversity:** Meet the needs of changing markets by providing a mix of development options and land use types in communities throughout the region
 - 2. **Efficient Growth:** Promote reinvestment and redevelopment in areas with existing infrastructure, ensure that new infrastructure supports orderly and sustainable growth and provide coordinated regional systems of natural and built infrastructure
 - 3. **Pedestrian Design:** Create and connect pedestrian and bicyclist oriented neighborhoods, centers, and places throughout the region
 - 4. **Housing Choice:** Sustain and facilitate a range of housing opportunities and choices that meets the needs of residents of all economic levels and at all stages of life
 - 5. **Activity Centers:** Create mixed use developments that are centers of neighborhoods and community activities and serve as hubs of non-automobile transportation systems
 - 6. **Environmental Stewardship:** Protect, retain, or enhance the region's important natural assets, including its air, water, land, and forests, and integrate these natural features and systems into the character of the region's communities and the experiences of its residents
 - 7. **Quality Places:** Strengthen the identities of the region's diverse communities through preservation of significant historic structures and natural assets, creation of new landmarks and gathering spaces, use of compatible

architectural and landscape design, and support for the activities and institutions that make each community unique

8. **Efficient Mobility Options:** Invest in transportation systems, facilities and operations that provide multi-modal choices for the efficient and sustainable movement of people, goods, and services
9. **Resource Efficiency:** Design buildings, sites, communities, and regional systems to use water, energy, and renewable resources responsibly, effectively, and efficiently, and to retain non-renewable resources for the use of future generations
10. **Educational Opportunity:** Provide opportunities for all North Texans to have access to the schools, people, and technology they need for success in learning throughout their lives
11. **Healthy Communities:** Identify and support function, sustainable infrastructure and institutions that offer North Texas access to affordable, nutritious foods, opportunities for physical activity, and access to wellness and primary care services
12. **Implementation:** Achieve the region's vision by adoption of compatible comprehensive plans and ordinances for cities and consistent investment plans for regional systems; involve citizens and stakeholders in all aspects of these planning processes

- b. Encourage the development and access to outdoor recreation spaces

6. **GOAL No. 6.** Strengthen regional economic resiliency by creating and integrating efforts that support the ability of the region to avoid, withstand, and quickly recover from economic and other shifts and shocks.

Objectives:

- a. Promote the integration of emergency management efforts with economic development strategies in order to strengthen regional economic resiliency
- b. Identify critical **public infrastructure**, including transportation links, electricity, water and sewer, and broadband technologies, in order to ensure that public infrastructure is functioning to support rebuilding efforts
- c. Support the development of a **workforce resiliency** strategy that emphasizes setbacks incurred through economic shifts
- d. Assist local and regional entities in organizing, training, and exercising **National Incident Management System (NIMS)** to improve emergency response
- e. Support regional and local efforts to build resilient communities
- f. Encourage communities to conduct local economic vulnerability analyses to help build resiliency models and initiatives
- g. Encourage communities to partner with local businesses to write and implement business continuity plans and practices
- h. Promote funding opportunities that provide financial support to address and strengthen vulnerabilities.

SECTION 4

ACTION PLAN/EVALUATION FRAMEWORK

[\(Return to TOC\)](#)

The North Central Texas Region CEDS will be implemented in a way that aligns closely with other aspects of regional planning including transportation, environment and development, workforce development, and other NCTCOG regional initiatives and plans.

As one of 24 regional planning councils in Texas, NCTCOG engages in air quality monitoring and improvement strategies, disbursement of funding for solid waste mitigation and recycling programs, oversight of Community Development Block Grants (CDBG), and a wide range of other regional activities. NCTCOG's role as staff for the North Central Texas Economic Development District (NCTEDD) is to provide critical synergy between the CEDS and the region's broader needs as a growing community.

The CEDS will support the State's economic development priorities through assistance provided to local governments in the North Central Texas Area region. The State of Texas has identified six targeted industry clusters for development: advanced technologies and manufacturing, aerospace and defense, biotechnology and life sciences, information and computer technology, petroleum refining and chemical products, and energy.

NCTCOG's assistance to communities in the region can include helping local officials identify opportunities for growing industries that correspond to the State's targeted clusters. NCTCOG can also serve as an intermediary for disseminating leads generated by state economic development staff and helping communities respond to opportunities where appropriate.

Performance Measures. NCTCOG will use the following performance measures to evaluate its CEDS during this CEDS timeframe:

1. *Competitive Workforce — (Goal No. 1)*

- Overall increase and retention of regional jobs based on industry trends
- Overall increases in wages across the region based on industry trends
- Increase or retention of employment numbers across industries based on industry trends
- Growth in awareness of training, educational, and certification opportunities

2. *Economic Competitiveness — (Goal No. 2)*

- Overall growth in the number of jobs created, as well as retained based on industry trends
- Growth in the number of business formations and expansions in the region
- Growth in awareness of wraparound services
- Increase in the relocation of companies from outside the region

3. *Entrepreneur-Friendly — (Goal No. 3)*

- Increase in awareness and access to funding opportunities for small businesses/entrepreneurs
- Growth in online resources that support small businesses and entrepreneurs

- Increase in awareness of pathways to entrepreneurship
- Increase in awareness of funding opportunities and grants
- Number of K-12 students receiving Junior Achievement training in entrepreneurship

4. *Transportation & Public Infrastructure — (Goal No. 4)*

- Amount of Community Development Block Grant infrastructure grants awarded
- Improve access to new passenger rail miles, bicycle lanes, public transportation
- Provide alternate travel options to assist in congestion management
- Number of TXDOT Aviation Capital Improvement Program monies invested in the region
- Private sector investment in infrastructure
- Improve/upgrade water and wastewater systems to meet the needs of the region
- Number of new water projects developed for recreation, consumption, flood control
- Increase in the number of local governments that adopted the most current building and plumbing codes; the number of local governments that adopted NCTCOG Regional Amendments
- Improvement in digital inclusion for the region

5. *Quality of Life & Community Development — (Goal No. 5)*

- Improvement in regional connectivity – trails, bicycle lanes, public transportation
- Enhancement of recreational and other opportunities - the arts, public lectures, libraries, community engagement, and sports events
- Increase in awareness of affordable and quality housing options
- Number of air-quality ozone exceedance days
- Improvement in graduation and certification rates for post-secondary education
- Increase in awareness of quality of life resources across the region

6. *Economic Resilience*

- Increase in awareness of business continuity resources
- Increase in planning efforts that build resiliency - withstand natural, technological, public health disasters
- Increase in exercise planning to mitigate effects of disasters
- Increased awareness of resources for economic disaster response and recovery
- Growth in awareness of funding resources that improve economic resilience
- Enhancement of resilience strategies that support sustainable communities
- Encourage the creation of a strategy or plan for rapid return of utilities following a disaster
- Encourage the creation of alternate transportation routes and logistics plans to ensure continued economic activity.

Annual progress on the CEDS performance measures will be reported on the Government Performance and Results Act (GPRA) form submitted to EDA, as well as on the NCTCOG website.

SECTION 5

RESOURCES

([Return to TOC](#))

- | | |
|---|--|
| 1. American Community Survey | www.census.gov/programs-surveys/acs |
| 2. American Factfinder | www.factfinder.census.gov |
| 3. Dallas Regional Chamber | www.dallaschamber.org |
| 4. Economic Development Administration | https://eda.gov |
| 5. EMSI Labor Market Analysis | www.economicmodeling.com |
| 6. Federal Reserve Bank of Dallas | www.dallasfed.org |
| 7. Jobs EQ | https://jobseq.eqsuite.com |
| 8. Labor, Market and Career Information | www.tracer2.com |
| 9. National Center for Education Statistics | https://nces.ed.gov |
| 10. North Central Texas Council of Governments | www.nctcog.org |
| 11. NCTEDD Resources | www.nctcog.org/nctedd/resources |
| 12. StatsAmerica | www.statsamerica.org |
| 13. Strategic Plan for the North Central Texas
Council of Governments: 2021-2025 | www.nctcog.org/nctcog-strategic-plan |
| 14. Texas Demographic Data Center | https://demographics.texas.gov |
| 15. Texas Industry Profiles | www.texasindustryprofiles.com |
| 16. Texas Labor Analytics | https://texaslaboranalysis.com |
| 17. Texas State Data Center | www.txcdc.utsa.edu |
| 18. Texas Workforce Commission | www.twc.state.tx.us |
| 19. U.S. Department of Labor | www.bls.gov |
| 20. U.S. Census Bureau | www.census.gov |
| 21. Workforce Solutions Greater Dallas | www.wfsdallas.com |
| 22. Workforce Solutions North Central Texas | www.dfwjobs.com |
| 23. Workforce Solutions for Tarrant County | https://workforcesolutions.net |
| 24. State and County Quick Facts | www.quickfacts.census.gov |

APPENDIX A

ECONOMIC OVERVIEW

(Source: EMSI)

7,694,138

Population (2020)

Population grew by 651,816 over the last 5 years and is projected to grow by 700,167 over the next 5 years.

3,935,733

Total Regional Employment

Jobs grew by 273,432 over the last 5 years and are projected to grow by 298,366 over the next 5 years.

\$70.3K

Median Household Income (2019)

Median household income is \$7.4K above the national median household income of \$62.8K.

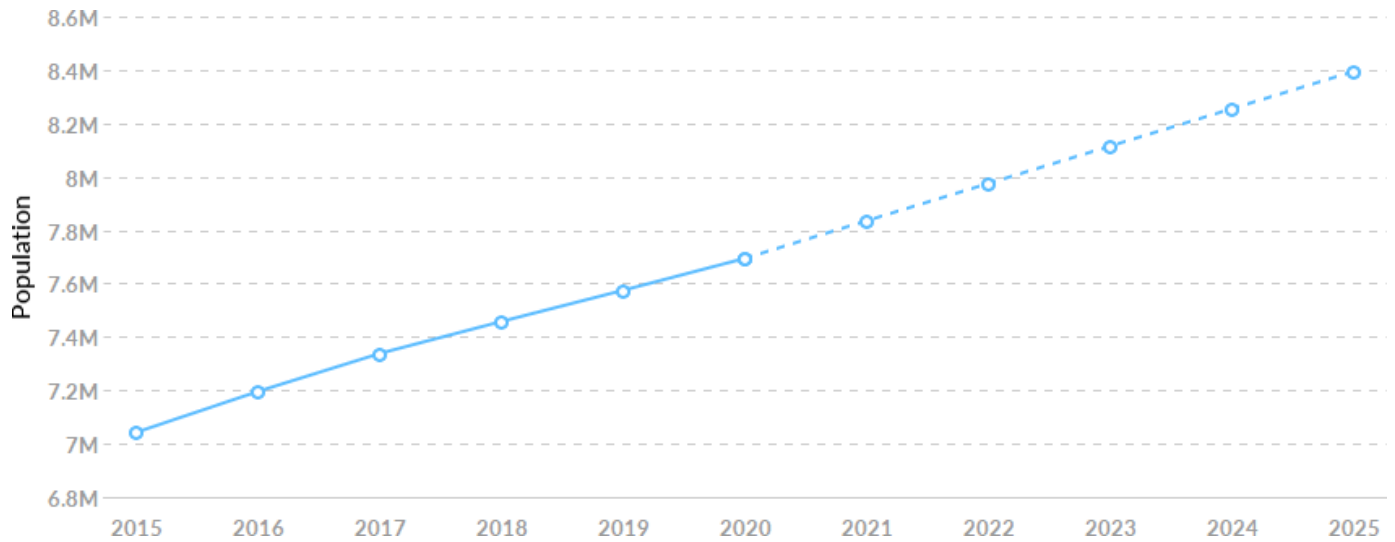
Takeaways

- As of 2020, the region's population increased by 9.3% since 2015, growing by 651,816. The population is expected to increase by 9.1% between 2020 and 2025, adding 700,167.
- From 2015 to 2020, jobs increased by 7.5% in Dallas-Fort Worth-Arlington, TX from 3,662,301 to 3,935,733. This change outpaced the national growth rate of 0.0% by 7.5%. As the number of jobs increased, the labor force participation rate increased from 66.2% to 68.3% between 2015 and 2020.
- Concerning educational attainment, 23.2% of Dallas-Fort Worth-Arlington, TX residents possess a bachelor's degree (3.1% above the national average), and 7.0% hold an associate's degree (1.6% below the national average).
- The top three industries in 2020 are Restaurants and Other Eating Places, Education and Hospitals, and Employment Services.

	POPULATION (2020)	LABOR FORCE (2020)	JOBS (2020)	GRP	IMPORTS	EXPORTS
Region	7,694,138	4,035,271	3,935,733	\$537.75B	\$364.00B	\$411.95B
State	29,360,759	14,139,866	13,859,220	\$1.80T	\$1.23T	\$1.54T

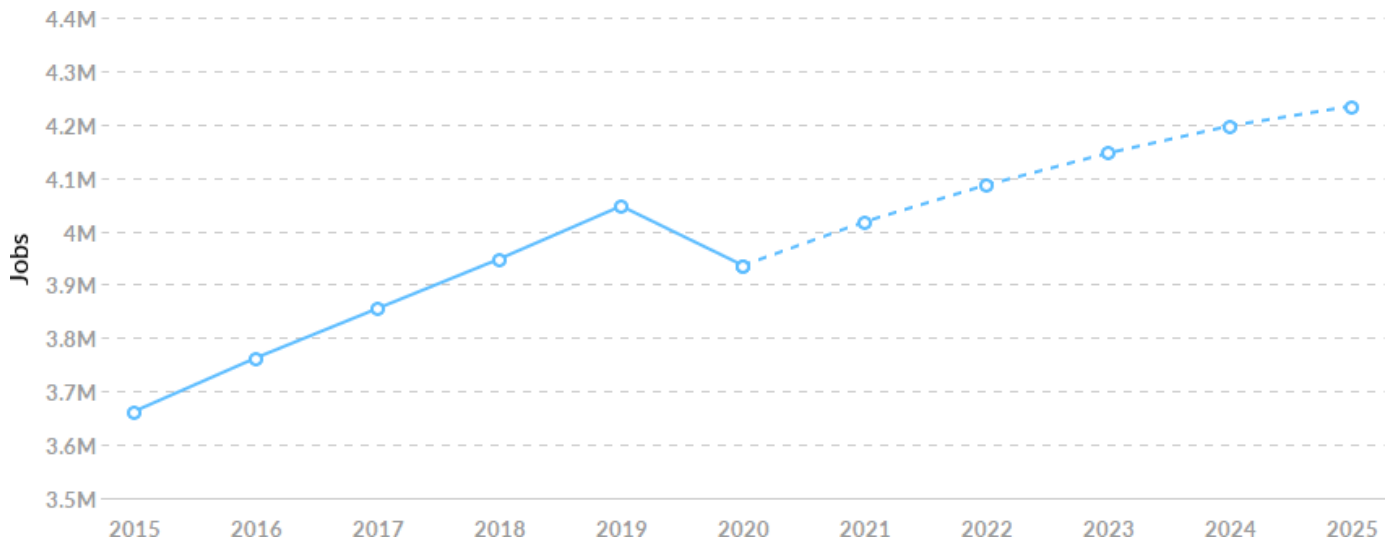
Population Trends

As of 2020, the region's population increased by 9.3% since 2015, growing by 651,816. The population is expected to increase by 9.1% between 2020 and 2025, adding 700,167.

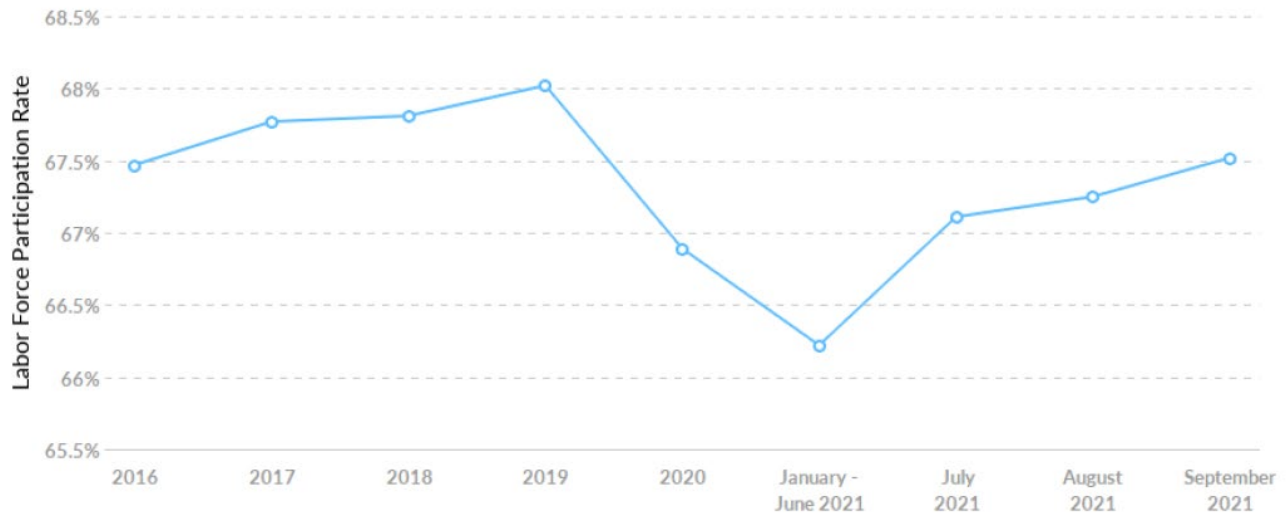


Job Trends

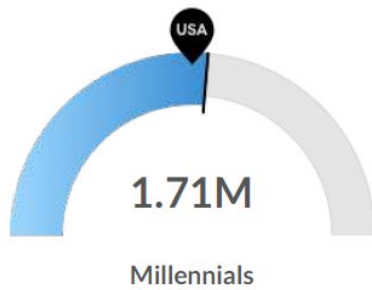
From 2015 to 2020, jobs increased by 7.5% in Dallas-Fort Worth-Arlington, TX from 3,662,301 to 3,935,733.



LABOR FORCE PARTICIPATION RATE TRENDS



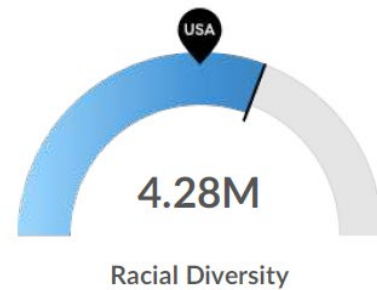
POPULATION CHARACTERISTICS



Dallas-Fort Worth-Arlington, TX has 1,714,692 millennials (ages 25-39). The national average for an area this size is 1,585,558.

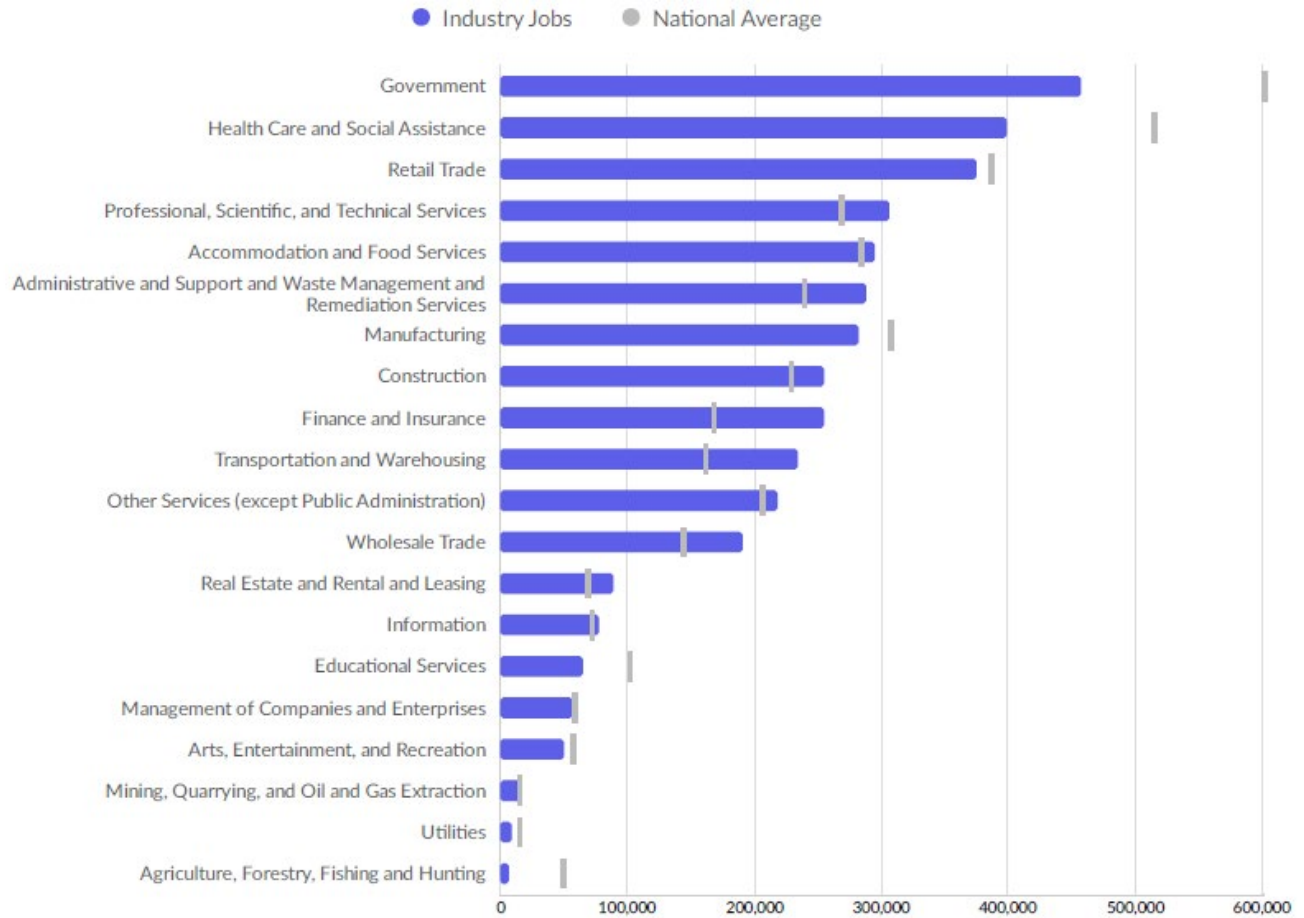


Retirement risk is low in Dallas-Fort Worth-Arlington, TX. The national average for an area this size is 2,289,976 people 55 or older, while there are 1,794,757 here.

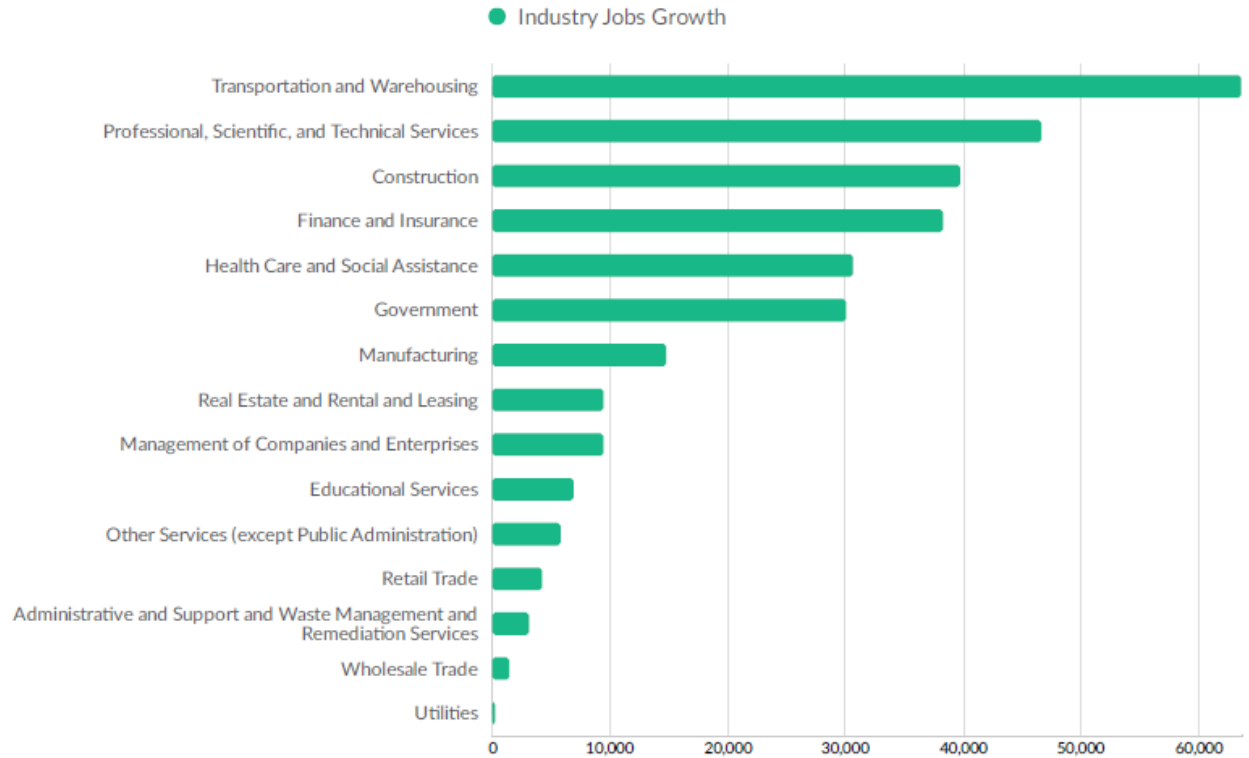


Racial diversity is high in Dallas-Fort Worth-Arlington, TX. The national average for an area this size is 3,099,071 racially diverse people, while there are 4,280,580 here.

LARGEST INDUSTRIES



TOP GROWING INDUSTRIES



BUSINESS SIZE



APPENDIX B

COMMUNITY COLLEGES & INDEPENDENT SCHOOL DISTRICTS

The following is a list of community colleges and independent school districts servicing each of the counties in the NCTCOG region:

- **Collin County:**
 - *Community College* – Collin College
 - *ISDs* – There are 22 ISDs serving Collin County: Allen ISD, Anna ISD, Bland ISD, Blue Ridge ISD, Celina ISD, Community ISD, Farmersville ISD, Frisco ISD, Gunter ISD, Leonard ISD, Lovejoy ISD, McKinney ISD, Melissa ISD, Plano ISD, Princeton ISD, Prosper ISD, Royse City ISD, Trenton ISD, Van Alstyne ISD, Westminster ISD, Whitewright ISD and Wylie ISD.
- **Dallas County:**
 - *Community College* – Dallas County Community College District (Brookhaven College, Cedar Valley College, Eastfield College, El Centro College, Mountain View College, North Lake College and Richland College)
 - *ISDs* – There are 17 ISDs serving Dallas County: Carrollton-Farmers Branch ISD, Cedar Hill ISD, Coppell ISD, Dallas ISD, DeSoto ISD, Duncanville ISD, Ferris ISD, Garland ISD, Grand Prairie ISD, Grapevine-Colleyville ISD, Highland Park ISD, Irving ISD, Lancaster ISD, Mesquite ISD, Richardson ISD, Sunnyvale ISD, and Wilmer-Hutchins ISD.
- **Denton County:**
 - *Community College* – North Central Texas College
 - *ISDs* – There are 17 ISDs serving Denton County: Argyle ISD, Aubrey ISD, Carrollton-Farmers Branch ISD, Celina ISD, Denton ISD, Era ISD, Frisco ISD, Krum ISD, Lake Dallas ISD, Lewisville ISD, Little Elm ISD, Northwest ISD, Pilot Point ISD, Ponder ISD, Prosper ISD, Sanger ISD, and Slidell ISD.
- **Ellis County:**
 - *Community College* – Navarro College
 - *ISDs* – There are 11 ISDs serving Ellis County: Avalon ISD, Ennis ISD, Ferris ISD, Frost ISD, Italy ISD, Maypearl ISD, Midlothian ISD, Milford ISD, Palmer ISD, Red Oak ISD and Waxahachie ISD.
- **Erath County:**
 - *Community College* – Ranger College
 - *ISDs* – There are 14 ISDs serving Erath County: Bluff Dale ISD, De Leon ISD, Dublin ISD, Gordon ISD, Hico ISD, Huckabay ISD, Iredell ISD, Lingleville ISD, Lipan ISD, Morgan Mill ISD, Santo ISD, Stephenville ISD, Strawn ISD and Three Way ISD.
- **Hood County:**
 - *Community College* – Weatherford College

- *ISDs* – There are six ISDs serving Hood County: Bluff Dale ISD, Glen Rose ISD, Godley ISD, Granbury ISD, Lipan ISD and Tolar ISD.
- **Hunt County:**
 - *Community College* – Paris Junior College
 - *ISDs* – There are 17 ISDs serving Hunt County: Bland ISD, Boles ISD, Caddo Mills ISD, Campbell ISD, Celeste ISD, Commerce ISD, Community ISD, Cooper ISD, Cumby ISD, Fannindel ISD, Greenville ISD, Leonard ISD, Lone Oak ISD, Quinlan ISD, Royse City ISD, Terrell ISD and Wolfe City ISD.
- **Johnson County:**
 - *Community College* – Hill College
 - *ISDs* – There are 12 ISDs serving Johnson County: Alvarado ISD, Burleson ISD, Cleburne ISD, Crowley ISD, Godley ISD, Granbury ISD, Grandview ISD, Joshua ISD, Keene ISD, Mansfield ISD, Rio Vista ISD, and Venus ISD.
- **Kaufman County:**
 - *Community College* – Trinity Valley Community College
 - *ISDs* – There are 10 ISDs serving Kaufman County: Crandall ISD, Forney ISD, Kaufman ISD, Kemp ISD, Mabank ISD, Quinlan ISD, Rockwall ISD, Scurry-Rosser ISD, Terrell ISD, and Wills Point ISD.
- **Navarro County:**
 - *Community College* – Navarro College
 - *ISDs* – There are 12 ISDs serving Navarro County: Blooming Grove ISD, Bynum ISD, Corsicana ISD, Dawson ISD, Ennis ISD, Fairfield ISD, Frost ISD, Hubbard ISD, Kerens ISD, Mildred ISD, Rice ISD, and Wortham ISD.
- **Palo Pinto County:**
 - *Community College* – Weatherford College
 - *ISDs* – There are 8 ISDs serving Palo Pinto County: Gordon ISD, Graford ISD, Lipan ISD, Millsap ISD, Mineral Wells ISD, Palo Pinto ISD, Santo ISD, and Strawn ISD.
- **Parker County:**
 - *Community College* – Weatherford College
 - *ISDs* – There are 14 ISDs serving Parker County: Aledo ISD, Azle ISD, Brock ISD, Garner ISD, Granbury ISD, Lipan ISD, Millsap ISD, Mineral Wells ISD, Peaster ISD, Perrin-Whitt Consolidated ISD, Poolville ISD, Santo ISD, Springtown ISD, and Weatherford ISD.
- **Rockwall County:**
 - *Community College* – Collin College
 - *ISDs* – There are two ISDs serving Rockwall County: Rockwall ISD and Royse City ISD.
- **Somervell County:**

- *Community College* – Hill College
- *ISDs* – There are four ISDs serving Somervell County: Glen Rose ISD, Granbury ISD, Three Way ISD, and Walnut Springs ISD.
- **Tarrant County:**
 - *Community College* – Tarrant County College District
 - *ISDs* – There are 21 ISDs serving Tarrant County: Aledo ISD, Arlington ISD, Azle ISD, Birdville ISD, Burleson ISD, Carroll ISD, Castleberry ISD, Crowley ISD, Eagle Mountain-Saginaw ISD, Everman ISD, Fort Worth ISD, Godley ISD, Grapevine-Colleyville ISD, Hurst-Euless-Bedford ISD, Keller ISD, Kennedale ISD, Lake Worth ISD, Mansfield ISD, Masonic Home ISD, Northwest ISD, and White Settlement ISD.
- **Wise County:**
 - *Community College* – Weatherford College
 - *ISDs* – There are 13 ISDs serving Wise County: Alvord ISD, Azle ISD, Boyd ISD, Bridgeport ISD, Chico ISD, Decatur ISD, Jacksboro ISD, Krum ISD, Northwest ISD, Paradise ISD, Poolville ISD, Slidell ISD, and Springtown ISD.

([Return to TOC](#))

APPENDIX C

SWOT ANALYSIS BY GEOGRAPHIC AND INDUSTRY CLUSTER

The CEDS Committee, because of the diverse nature of the North Central Texas region, organized itself into ten sub-regional clusters based on geography, as well as two functional clusters – higher education and workforce. Each cluster then performed a SWOT analysis of their sub-region or function.

All of the meetings were held virtually and were well attended. During the meetings, in-depth discussions took place in the areas of housing, transportation, education, workforce development, healthcare, financial resources, technical assistance, and collaborative partnerships. The Committee used input from these meetings, as well as survey responses, to select goals to be included in the 2021-2026 CEDS. These goals focus on workforce development, economic development, community development, technology, and transportation.

2021 CED COMMITTEE CLUSTERS					
CLUSTER 1	CLUSTER 2	CLUSTER 3	CLUSTER 4	EDUCATION CLUSTER	WORKFORCE CLUSTER
Palo Pinto	Hood	Johnson	Hunt	ISDs	NCTCOG Workforce Solutions (14 counties)
Parker	Erath	Ellis	Kaufman	Higher Education	Tarrant County Workforce Solutions
Wise	Somervell	Navarro	Rockwall	Workforce Solutions	Dallas County Workforce Solutions
CLUSTER 5	CLUSTER 6	CLUSTER 7	CLUSTER 8		
Collin	Dallas	Denton	Tarrant		

SWOT ANALYSIS BY CLUSTER — CLUSTER 1

Cluster 1 includes the following counties: **WISE, PALO PINTO, and PARKER**

CLUSTER 1 LEADERSHIP:

Chairperson, **Kevin Holzbog**

Vice Chairperson, **David Miller**

Scribe, **Leah Clark**

NCTCOG Staff: Lucille Johnson, Prit Patel, Rick Norman

CLUSTER 1 COMMITTEE	
Kevin Holzbog	Decatur Economic Development Corporation
David Miller	City of Springtown
Judge J. D. Clark (NCTEDD Board)	Wise County
Brad Burnett	City of Weatherford
Leah Clark (NCTEDD Board)	Bridgeport Economic Development

STRENGTHS

- Major Thoroughfares: HWY 287, HWY 380, HWY 180, HWY 281, I-35W, HWY I20, HWY 114, HWY730, HWY 199, FM 2264, FM 51
- Regional Health System
- Education
- Oil and gas (infrastructure is in place)
- Quarries
- Tourism and Recreation: (state parks, trails, lakes, cultural tourism, historical tourism, grasslands)
- Available and affordable land
- Workforce (strong workforce, experienced, skills in demand)
- Cowboy culture (sustainable culture)
- Rich history (oil & gas, stagecoach capital, Chisholm Trails)
- Cities are established
- Highly competitive location
- Low cost of living
- Extensive downtown revitalization
- Residential subdivision growth
- Long-range plans and planning
- Industrial infrastructure
- Shovel ready sites in place
- Strong family roots/generational ties
- Weatherford College: university partnerships
- Competitive location
- Proximity to airports and the Metroplex

- Regional Health care hub
- Volunteerism: rich in nonprofit organizations and services)
- Livability: quality of life

WEAKNESS

- Rising appraisal values of land
- Broadband infrastructure
- Transportation infrastructure funding
- Limitations to industrial infrastructure
- Online shopping
- Shortage of affordable housing for young families
- Lack of local online shopping opportunities
- Competitive pay issues due to proximity to Metroplex
- Development limitations due to pipelines

OPPORTUNITIES

- More outdoor opportunities are needed for younger families
- Opportunity for local online shopping options
- Opportunity for broadband developers
- Opportunity for educational expansion and creativity
- Capitalization of natural attributes
- Increase industrial investment in job creation
- Infrastructure investment
- Increased quality of life opportunities
- Potential for younger demographic growth

THREATS

- Online retail
- Fluctuating lake levels
- Gaps in affordable housing
- Impact of growth on schools and local government services
- Water demand (cities and counties; water wells and surface water)
- Gaps in affordable housing – gentrification
- Overloaded/failing infrastructure
- Potential housing bubble
- Potential loss of community character
- Growing pains

APPENDIX C (CONTINUED)

SWOT ANALYSIS BY CLUSTER — CLUSTER 2

Cluster 2 includes the following counties: **ERATH, HOOD AND SOMERVELL**

EDUCATION CLUSTER LEADERSHIP:

Chairperson, Jeff Sandford

Vice Chairperson, Shea Hopkins

Scribe, NCTCOG Staff – Lucille Johnson and Prit Patel

NCTCOG Staff: Lucille Johnson, Prit Patel, Rick Norman

CLUSTER 2 COMMITTEE		
Jeff Sandford	Stephenville Economic Development Authority	Executive Director
Shea Hopkins	Granbury Chamber of Commerce	Vice President of Economic Development

STRENGTHS

- Tourism — extensive cultural, leisure, rodeo program, and entertainment options
- Rural - High quality of life
- Strong local identity
- Oil/Gas - machinery manufacturing for industry (Stephenville).
- Agriculture – dairy and farming industry
- Rural - opportunity for future growth (land development/land prices)
- Comanche Peak Power Plant- Glen Rose, TX
- Education- Home to Tarleton State University, Weatherford College, Ranger College
- Highly educated population
- Existence of a high level of talent and skilled workforce
- Chisholm Trail Parkway
- Glen Rose – Wheeler Branch Reservoir
- Rail (Hood/Erath)
- High Retail (GB)
- Access to trail systems, nature, parks, and recreation
- Lake Granbury
- Destination downtowns
- Thriving entrepreneur sector
- Abundant power sources including alternative energy
- Cluster 2 regional county airports
- Economic development funding options (incentives, Type A or Type B)

WEAKNESSES

- Primary and secondary jobs – leakage of jobs into DFW Metroplex
- No affordable housing
- Lack of public transportation

- Roads - lacking interstate access
- Rail (Somervell)
- Rural funding advocacy
- Increasing median family income
- Inadequacy of Transportation Funding
- Cooperative Cluster 2 regional planning
- Talent retention

OPPORTUNITIES

- Tollway (Glen Rose) –Chisholm Trail Parkway
- Secondary education
- Collaboration between academic institutions, businesses, and governments for increased innovation and responsiveness to region needs:
 - Comanche Power Plant
 - Emerging Technologies
 - Tarleton – TSU - WC
- Accessible transportation options include:
 - Rail
 - 281 Corridor
 - SH 67
 - SH 377
- Aging population
 - The impending retirement of baby boomers
- Have room for significant capital investment
- Erath – Fiber internet (limited fiber optic capability)
- Cooperative Cluster 2 regional planning
- Film, music, and sports tourism
- Attract of work talent
- Cluster 2 region destination retail
- Economic development funding options (incentives, Type A or Type B)
- Single-family housing

THREATS

- The divisive and over-arching political environment
- Maintaining or sustaining adequate health resources
- Keeping up with infrastructure demands
- Incentives – competition from the surrounding area
- Access to capital
- The potential closure of Cluster 2 regional employers
- Drought
- Lack of funding for specialized talent
- Available land for development
- Escalating construction and land prices

APPENDIX C (CONTINUED)

SWOT ANALYSIS BY CLUSTER — CLUSTER 3

Cluster 3 includes the following counties: **JOHNSON, ELLIS, AND NAVARRO**

CLUSTER 3 LEADERSHIP:

Chairperson, John Boswell

Vice Chairperson, Grady Easdon

Scribe, NCTCOG Staff

NCTCOG Staff: Lucille Johnson, Prit Patel, Rick Norman

CLUSTER 3 COMMITTEE	
Kassandra Carroll (NCTEDD Board)	City of Waxahachie
Marty Wieder (NCTEDD Board)	City of Grand Prairie
Mickey Hillock (NCTEDD Board)	Hillock Foods, Inc.
Leslie D'Agostino (NCTEDD Board)	My Bank
John Boswell (NCTEDD Board/Cluster 3 Chair)	Navarro County and City of Corsicana
Grady Easdon (Cluster 3 Vice Chair)	City of Cleburne
Jim Wehmeier	City of Ennis EDC
Joe Smolinski	City of Mansfield
Warren Kettelman	City of Waxahachie
Alex Philips	Burleson Economic Development
Stewart McGregor	City of Grand Prairie
Shane Pace	City of Cleburne
Cory Borden	Cleburne ISD
Tonya Roberts	City of Rice

STRENGTHS

- Power Grid
- Transportation Infrastructure: I-35E, I-35W, I-45, Highway 287, Highway 67, Highway 77, Chisholm Trail Parkway
- Water availability and low cost
- Skilled workforce (need a better-skilled one to compete, however)
- Access to job training
- Plenty of land
- Proximity to markets
- Higher education availability (highest return on investment)
- Competitive tax burden
- Strong pro-business climate
- Local infrastructure and capacity

- Access to airports
- High quality of life and lower cost of living
- Growing arts & entertainment
- Access to outdoor recreation: lakes and parks
- Rail (BNSF & Union Pacific)
- Proximity to ports
- Growing healthcare options
- Growing population

WEAKNESSES

- Low median household incomes (good for manufacturing)
- Limited rail spurs
- Limited incentive options & funding for incentives
- Destination retail (commerce)
- Lack of social services
- Education attainment
- Broadband access

OPPORTUNITIES

- Reshoring/onshoring/offshoring (some companies are coming back)
- Foreign direct investment (opportunities for FDIs who want to invest/buy a piece of the action in the region)
- Power Grid
- Expand diverse housing options
- Take advantage of metro business industry leakage
- Retail opportunities
- The southern region of DFW Metroplex growth opportunities
- Expansion of utility infrastructure
- Utilization of federal infrastructure funds

THREATS

- Weather (tornadoes)
- Increased incentives from other states
- A decline in standard manufacturing base (being replaced with automation)
- Offshoring (financial and manufacturing)
- Tighter environmental regulations (i.e., air quality)
- Poorly educated workforce
- Aging infrastructure
- Uncertainty in the future of electrical infrastructure
- Housing bubble
- Financial market volatility

- Construction materials cost and availability
- Disruption of retail due to e-commerce
- Diverse housing options
- Lack of water for manufacturing and all development

APPENDIX C (CONTINUED)

SWOT ANALYSIS BY CLUSTER — CLUSTER 4

Cluster 4 includes the following counties: **HUNT, KAUFMAN, AND ROCKWALL**

CLUSTER 4 LEADERSHIP:

Chairperson, Charles Houk

Vice Chairperson, Suzy Lawrence

Scribe, Phil Wagner

NCTCOG Staff: Lucille Johnson, Prit Patel, Rick Norman

CLUSTER 4 COMMITTEE	
Pamela Mundo (NCTEDD Board)	Mundo and Associates Consulting Firm
Phil Wagner (NCTEDD Board)	Rockwall Economic Development Corporation
Anne Glasscock	City of Kaufman (Kaufman EDC)
Pam Corder	Kaufman County
Suzy Lawrence	City of Fate
Charles Houk	Royse City Community Development Corporation
Steve Howie	Kaufman County OEM

STRENGTHS

- Highway infrastructure including IH 20, IH 30, US 80, US Highway 175
- George Bush Turnpike future connectivity to Loop 9
- Development sites along the highway – general land availability
- Several other State Highways throughout our Cluster
- Short distance and time to center city Dallas and toll roads leading around Dallas
- Railway access and rail-served business sites in several communities
- Air mobility includes Majors Field in Greenville and municipal airports in other communities; Terrell municipal is a positive for corporate jets
- Education: Texas A&M Commerce, Paris Junior College, Trinity Valley CC, ISDs, Southwestern Christian College, Burton College and Career Academy (including Texas Tech – Rockwall); Trinity Valley Health Science is important for nursing
- Planned business parks with available sites for industry and business locations
- Medical services including acute care
 - The number and types of trauma centers might be low
- Water and Recreational Resources: Lake Ray Hubbard, Lake Tawakoni, Cedar Creek, John Bunker Sands wetlands
- Downtown Revitalization
- Cooperation within our Cluster, “piggyback on other’s strengths”
- Population/housing growth along I-30 I-20, and US Highway 175

- Growth in retail
- Single-Family Housing growth
- Proactive land-use decisions reserving property for employment and industry; as well as retail growth (diversification of tax base beyond just residential growth)
 - We have them currently
- Low crime rates
- Connectivity / Community is strength; small-town vibe – quality of community
- Strong leadership across the civic organization – going along with working together
- Good overall climate – warm weather, sunshine
- Diversification of industries

WEAKNESSES

- Outmigration of workers to population centers
- Lack of multi-modal transportation
- Accessibility, lack of north-south highway corridors
- Lack of tourism industry business development and promotion
- Lack of diverse housing stock
- Lack of fiber and in the ground high-speed internet
- Need to improve training opportunities/Workforce availability and training to meet upcoming demands
- Infrastructure availability

OPPORTUNITIES

- Marketing opportunities to grow investment
- Continue to collaborate on opportunities within the North Texas region, leverage partnerships
- Creating communities for people to live, work, and play
- More collaboration especially with business attraction (what doesn't fit in one community may work well with one of our neighbors)
- Lower land development costs
- Improvement and growth in workforce development/training
- Educate each other on our respective strengths
- George Bush Turnpike future connectivity to Loop 9
- Growth in workforce
- Design of US Highway 175
- Multi-modal transportation
- Number of specialized educational programs at ISD level
- Lack of real identity – create an identity for the region (cluster)
- Roadway improvements forthcoming
- Specialized educational opportunities can be improved
- Establish an identity – creating a regional identity
- Continue to incentivize retail/commercial

THREATS

- Excessive governance and legislation at all levels, Local-State-Federal/ Excessive legislation
- Perceptions about connectivity challenges
- Not as updated infrastructure as others
- I-30 expansion may cause business development, retail, and tourism challenges over the next several years
- Competition, not only local but global
- Can't compete financially/incentives as well as others
- Congestion along major roadways and throughout communities
- Interim growing pains due to roadway expansions
- Lack of discipline in policy and development
- Young people leaving – population retention
- Inexperienced leadership in center areas
- Momentum in more inner-ring suburbs
- Sometimes lack of discipline in policy and development, especially land-use decisions that can cost us long term

APPENDIX C (CONTINUED)

SWOT ANALYSIS BY CLUSTER — CLUSTER 5

Cluster 5 includes the following county: **COLLIN**

CLUSTER 5 LEADERSHIP:

Chairperson, Mary Ann Moon

Vice Chairperson, Taylor Lough

Scribe, Kent Bauer

NCTCOG Staff: Lucille Johnson, Prit Patel, Rick Norman

CLUSTER 5 COMMITTEE	
David Bristol (NCTEDD Board)	Employee Solutions, LP
Mary Ann Moon (NCTEDD Board)	Prosper Economic Development Corporation
Dave Quinn	Fairview and Princeton Economic Development Corporations
Jenny Zeilfelder	Plano Economic Development
Kent Bauer	City of Prosper
Randall Gurney	Collin County OEM
Stefanie Wagoner	Frisco Economic Development Corporation
Taylor Lough	City of Anna Economic Development Corporation
Joey Grisham	City of Anna Economic Development Corporation

STRENGTHS

- Our strength lies in our leadership's visionary approach to handling and being able to stay ahead of our unprecedented amount of recent growth
- Constant attention is given to necessary improvements, and capacity building of infrastructure that allows for high-quality development to flourish
- Major thoroughfares such as the Dallas North Tollway, US Highway 380, Preston Road, Sam Rayburn 121 Tollway, I-75, George Bush Turnpike, State Highway 5, Collin County Outer Loop help drive and attract development
- Partnerships with commercial real estate community ensures that we achieve the highest standard for development, which in turn helps us attract the best end-users
- Partnerships with independent school districts, higher education institutes, workforce development, community college systems, Texas Workforce Commission, and with cities in Collin County; collaborations with state, local, and federal emergency management organizations
- Availability of highly skilled workforce within Collin County and NCTCOG region
- Housing options
- Available sites and availability of land
- Resiliency to an economic downturn
- Quality of place - recreational spaces, public open spaces, parks, hiking, biking, and outdoor activity
- Public Safety

WEAKNESSES

- Traffic congestion: lack of funding to expand corridors and traffic challenges
- Availability of diverse housing options
- Broadband access
- For developing areas of Collin County, lack of water and wastewater infrastructure
- For developed areas of Collin County, limited commercial spaces to develop and built-out for residential development

OPPORTUNITIES

- Opportunity for more business and economic diversification; target industries
- Broadband access
- Amount of sublease space – attract new users
- A magnet for relocation for out of state companies
- For developed areas of Collin County, there are redevelopment opportunities
- Existing company and employer spaces are being enhanced and improved in creative ways – adding new amenities to attract and retain the workforce
- Build infrastructure for the future

THREATS

- Virtual workforce impacts on economic prosperity
- Funding for infrastructure needs to meet demands for increasing growth
- Lack of or limited housing for the workforce
- Due to COVID-19 Pandemic:
 - Restaurant and retail – an abundance of space
 - Automation of jobs: accelerated by Pandemic
 - Vacant space
 - Services/retail sectors
 - Labor availability
 - Abundance of commercial space
 - Potential tax burden shift to residents
- Perception of weather-related threats
- Capacity for growing education demands for developing areas of Collin County – facilities, funding needs, etc.
- New larger companies coming into Collin County are a threat to local companies being able to retain their workforce – salary and benefits competition

APPENDIX C (CONTINUED)

SWOT ANALYSIS BY CLUSTER — CLUSTER 6

Cluster 6 includes the following county: DALLAS

CLUSTER 6 LEADERSHIP:

Chairperson, Lexie Woodward

Vice Chairperson, Libbey Tucker

Scribe, NCTCOG Staff

NCTCOG Staff: Lucille Johnson, Prit Patel, Rick Norman

CLUSTER 6 COMMITTEE	
Chris Dyser (NCTEDD Board)	City of Balch Springs
David Schleg (NCTEDD Board)	City of Dallas – Economic Development
Dr. James Quick (NCTEDD Board)	Research & Dean of Graduate Studies, SMU
Kevin Shatley (NCTEDD Board)	Dallas Regional Chamber
Marty Wieder (NCTEDD Board)	City of Grand Prairie
Michael Grace (NCTEDD Board)	City of Duncanville Resident
Orlando Campos (NCTEDD Board)	Town of Addison
Shane Shepard (NCTEDD Board)	City of Lancaster
Alex Cooley	Dallas College
Allison Cook	City of Farmers Branch
Ben Magill	Dallas College
Bryan Haywood	City of Irving
Burton K. Barr	Town of Sunnyvale EDC
Guy Brown	City of Hutchins
Jiroko Rosales	City of Dallas - Economic Development
Joe Newman	DeSoto EDC
Kaitlyn Cross	Tenet Health
Kent Anderson	Workforce Solutions Greater Dallas
Leslyn Blake	Sachse EDC
Lexie Woodward	City of Mesquite
Libbey Tucker	City of Rowlett
Luis Tamayo	Dallas County
Marissa Sanchez	City of Dallas - Aviation
Marlon Goff	City of Glenn Heights
Rona Stringfellow	City of Wilmer
Stewart McGregor	City of Grand Prairie
Trudy Lewis	City of Hutchins

STRENGTHS

- Location as a regional, national, and international logistical hub
- Location as a submarket to a major city (Dallas) with great connectivity via rail and roadway
- Centrally located major business center within N. America and central time zone
- Affordable and competitive cost of living
- Diverse economy
- Vibrant downtown urban and suburban centers
- Comprehensive transportation system (DART, interstate highways, thoroughfares, toll roads, etc.)
- DFW International Airport, Dallas Love Field Airport, and large hub, medium hub, and general aviation airports located in Dallas County
- Throughput of passengers and freight through the airports. In 2020, Over 47 million passengers came through DFW, and Love Field Airports combined. Over 871, 593 metric tons of cargo passed through DFW Airport
- Multimodal access to Dallas Fort Worth International Airport
- Internationally known and nationally ranked colleges and research universities; Dallas County Promise Program
- Quality of life amenities supported by strong investment in amenities (museums, concert/entertainment venues, hike & bike trail system, extensive retail, restaurants, etc.)
- Quality of life – work-life balance; a high percentage of parkland
- Topographical variety
- Overall moderate climate
- Diverse neighborhoods and a diverse range of housing options
- Strong entrepreneurship and innovation hub
- Major convention destination
- The population continues to grow – 4th largest market in the country with a diverse and young population
- Young, educated workforce and population
- Broad population diversity – diverse racial, international, and ethnic
- Encouraging environment for creative class growth
- Number of Fortune 500 & Fortune 1000 headquartered in Dallas County
- Regional chamber
- Strong public-public and public-private partnerships and collaboration
- Strong private investment
- ISD leader in implementing HB-5 career paths in aviation, culinary, and robotic fields
- Forward-thinking and innovative ISD programs (Career and Technology Programs, Pathways in Technology Early College High programs, Community College skills programs) along with partnerships with industries
- Developable land along major highways
- Diverse commercial, office, logistical, and manufacturing base
- Land Use: mixed-use districts

WEAKNESSES

- The aging housing stock in many areas
- Aging and older infrastructure in need of repair/replacement
- The declining supply of undeveloped land in established, developed areas
- Inadequate public transit access to growth areas
- Unequal public health access (healthcare deserts)
- Unequal access to food/general groceries (food deserts)
- Aging malls
- Perceptions of blight/crime
- Broadband infrastructure
- Land Use: prohibition of Accessory Dwelling Units (ADUs) in most single-family residential zoning districts limits the development of moderate-income housing units
- Non-attainment air status

OPPORTUNITIES

- A desirable urban environment with significant development and redevelopment activity
- STEM-related industries provide growth opportunities
- Growing entrepreneur ecosystem
- Trinity River area
- Diverse and international population
- Availability of older areas for preservation and revitalization
- Continued investment in reuse and redevelopment of existing buildings
- Investments and expansion of existing highways and tollways; and expansion of diverse transportation network
- Continued development of the inland port area
- Southern region development opportunities, for example, the areas serviced by Loop 9
- Several sites with potential for transit-oriented development adjacent to DART lines and TRE station
- Ongoing development of entertainment venues
- Expand education training partnerships between local employers, and higher education
- Expand training collaboration between secondary and higher education
- Upskilling
- Repurposing aging malls for new uses (examples: Collin Creek, Redbird Mall, Valley View)
- Proximity to Dallas County Inland Port
- Continued opportunity to explore and refine housings programs and tools for diverse housing options
- Increased exploration and enhanced housing programs, including tools for diverse and affordable housing options and linkages to land-use policies
- Encourage public-private partnerships to support affordable and moderate housing options
- Focused investments in areas of the county with little or no development/advancement
- STEM (science, technology, engineering, and mathematics) related growth
- Adaptive reuse, and revitalization

- Land Use: available opportunities exist to create additional districts and/or reposition established commercial districts as mixed-income/mixed-use districts

THREATS

- Need for a diversely educated and trained workforce for future technology and industries
- Infrastructure, for example, transportation
- Lack of sufficient funding to support multi-modal options within the region (sidewalks, bike lanes, connective trails)
- Funding limitations
- Many of the remaining land sites have development encumbrances
- Urban sprawl
- Housing challenges, including homeownership and affordable housing
- A competitive environment for business attraction
- Housing bubble
- Non-attainment status/air quality
- Workforce – trade industry’s workforce is retiring and there isn’t sufficient workforce to fill those trade jobs

APPENDIX C (CONTINUED)

SWOT ANALYSIS BY CLUSTER — CLUSTER 7

Cluster 7 includes the following county: **DENTON**

CLUSTER 7 LEADERSHIP:

Chairperson, Michael Talley

Vice Chairperson, Jason Moore

Scribe, NCTCOG Staff

NCTCOG Staff: Lucille Johnson, Prit Patel, Rick Norman

CLUSTER 1 COMMITTEE	
Erica Sullivan (NCTEDD Board)	City of Denton
Jennette Espinosa (NCTEDD Board)	Little Elm Economic Development Cooperation
Michael Talley (NCTEDD Board)	Denton County
Nika Reinecke (NCTEDD Board)	Envision Planning Group LLC
Jason Moore	City of Lewisville
JP Walton	Town of Flower Mound
John Smith	Town of Hickory Creek
Kristina Holcomb	Denton County Transit Authority
Lancine Bentley	City of Lake Dallas
Elliott Reep	City of Carrollton
Paul Stevens	City of Highland Village

STRENGTHS

- Location: Where I-35 E and W intersect, proximity to where DFW and Oklahoma, Hwy 380, Sam Rayburn Tollway 121, Hwy 114
- Demographics: rapidly growing population, permit activity
- Over 40 Towns/Cities - All with unique characteristics such as historic downtowns, arts/music offerings, horse country, ranch-style, suburban living, master-planned communities, office, industrial, bedroom, etc.
- Skilled workforce
- Aviation: DFW Airport, Alliance Airport, Denton Airport
 - Aviation industry and flight training
- Denton County is home to three class 1 railroads, the BNSF, Kansas City Southern, and Union Pacific
 - BNSF Intermodal Facility in southern Denton County (Fort Worth)
- Growth/Expansion along 1-35W
- Education: UNT and TWU universities, DISD Advanced Technology Complex, Midwestern University, Independent School Districts in Denton County, North Central Texas College – Corinth and Denton campuses

- Quality of Life: Major local music scene, unique atmosphere of local restaurants, coffee houses, creative and artistic talent, lake living, outdoor recreation, festivals
- Local & Tourist Destinations: Texas Motor Speedway (Fort Worth - Races, Conventions, etc.), Grandscape – NFM (The Colony), Lake Grapevine, Lake Lewisville, Lake Ray Roberts
- Technology transfer: tech workforce, creative talent, working on an incubator/co-working spaces
- General: low crime rate, low cost of living (housing, taxes, recreation, and natural resources)
- Denton County Transportation Authority (DCTA) – services and On-Demand Services
 - Train stations at Downtown Denton Transit Center (DDTC), MedPark Station, Highland Village/Lewisville Lake Station (Lewisville), Old Town Station (Lewisville), Hebron Station (Lewisville), DART Trinity Mills Station - Green Line Connection (Carrollton)
- Small business friendly
- Public Health and Public Safety/Emergency Management partnerships at County and communities – resiliency
- Denton County offices and elected officials are active in county economic development
- Strong Bond ratings and stability in city governments
- City governments attract talent from across the State
- Historic/Robust downtowns
- Multitude of organizations committed to growth (Chambers, EDC's, Business Associations)

WEAKNESSES

- Infrastructure – Natural Gas, Broadband, Water, Sewer, etc. in outlying areas
- Infrastructure - Roads (I-35W, I-35E, Hwy 380) – building and maintaining; keeping up with growth
- Wages are lower than Metroplex
- Affordable and diversity of housing (varies across Denton County)
- Additional workforce needed for hospitality and service industry
- Available shovel ready sites (varies across Denton County)
- Need for additional Class-A Office space
- University brain drain

OPPORTUNITIES

- Retain and encourage opportunities for our creative class
- Developing more co-working spaces across County
- Transit-Oriented Development near stations that connect with Carrollton and DART
- Creative Arts
- Work to streamline and solve issues with permitting processes
- Partner with Alliance on leads or suppliers
- Partner with area colleges, universities, vocational schools, and independent school districts
- Affordable and diverse housing options
- Growth along I-35W
- Technology transfer: tech workforce, creative talent, working on an incubator/co-working space
- Denton County Transportation Authority (DCTA) – services and On-Demand Services
- Work to solve permitting issues

- Available shovel ready sites
- Growing Class-A Office space
- Planning for future growth in undeveloped and rural areas; setting expectations for residents about growth
- Partner to bring in suppliers to support local companies and industries
- Denton County offices and elected officials are active in county economic development
- Professional Golfers' Association's (PGA) location in Frisco opens opportunity for development and growth in Denton County (Fields Development)

THREATS

- Demographics: providing services for a rapidly growing population
- Housing leakage throughout County due to lack of lower AND higher-end housing
- Retail is doing well, but there is still leakage for some of higher-end shopping across most of County
- Education: ISD rankings
- Independent school district's ability to keep up with growth
- Affordable and diverse housing options
- Cost of services for government agencies due to growth
- Rapid growth
- Uncertainty of demand on leasing and subleasing available office space due to COVID-19 Pandemic and shift to remote work
- Oversight from State government – Example: environmental regulations, limits on municipal authority, i.e., Tax caps and ability to regulate construction materials
- Residential development – developments should meet long-term needs not just short-term needs
- Future legislation on sales tax

APPENDIX C (CONTINUED)

SWOT ANALYSIS BY CLUSTER — CLUSTER 8

Cluster 8 includes the following county: **TARRANT**

CLUSTER 8 LEADERSHIP:

Chairperson, Craig Hulse

Vice Chairperson, Bruce Payne

Scribe, Venus Wehle

Additional Committee Leadership: Garin Giacomarro

NCTCOG Staff: Lucille Johnson, Prit Patel, Rick Norman

CLUSTER 8 COMMITTEE	
Bruce Payne (NCTEDD Board)	City of Arlington
Craig Hulse (NCTEDD Board)	City of North Richland Hills
Fred Schmidt (NCTEDD Board)	Tarrant County College District
Judy McDonald (NCTEDD Board)	Workforce Solutions for Tarrant County
Lisa McMillan (NCTEDD Board)	Tarrant County
Robert Sturns (NCTEDD Board)	City of Fort Worth
Andrea Gardner	Watauga Economic Development Corporation
Angela Miller	City of Fort Worth Police Department
Candice Edmondson	City of Richland Hills
Daniel Cortez	City of Southlake
Garin Giacomarro	Grapevine Economic Development
Gregory Van Nieuwenhuize	City of Haltom
Jeffrey J James	City of White Settlement
Jim Hinderaker	City of Benbrook
Joe Smolinski	City of Mansfield
Keith C. Rinehart	City of Saginaw
Maribel Martinez	Fort Worth Emergency Management
Mary Meier Culver	City of Keller
Matt Feryan	City of Grapevine
Renee Parker	Workforce Solutions for Tarrant County
Richard Nevins	Mansfield Economic Development Corporation
Robert Farley	City of Grapevine
Shannon Bryant	Tarrant County College District
Steve Bowden	City of Hurst
Thad Chambers	City of Haslet
Venus M. Wehle	City of Forest Hill
Wes Morrison	City of Haslet

STRENGTHS

- Diverse and stable property tax base, Strong bond ratings
- Transportation - road network
- Transportation – both rail and air industries are a logistic hub
- Connectivity/central location – (1) Tarrant County is centrally located within the NCTCOG 16-county region and (2) the 16-county region is centrally located with the country (3) provides excellent access to all parts of the surrounding area and region
- Existing quality residential housing options
- Quality development standards
- Primary and secondary schools rated highly - public/private - all levels available with many options and choices
- Quality of life - parks and recreation amenities, cultural
- Citizen and community satisfaction and pride
- Goods and transit exemptions
- Strong mix and use of economic development tools
- Strong industrial demand
- Land - capacity for growth
- Community redevelopment and revitalization efforts
- Strong education community to support a highly-skilled workforce – independent school districts, Tarrant County College District, P-TECH academies, Career and Technical Education (CTE) academies
- Strong pro-business leadership at local, and county level
- Strong Aerospace community
- Solid focus on preparing an aerospace workforce w/in the schools – good high school/Community College partnerships
- Alliance Global logistics hub
- Dallas-Fort Worth International Airport is a world-class international airport
- Multiple intermodal nodes in County
- Multiple municipal airports throughout Tarrant County
- Naval Air Station Joint Reserve Base Fort Worth
- Strong support for aerospace and defense communities
- Strong defense community
- High level of collaboration between aerospace and defense companies
- Abundant locations remain for high-quality corridors
- Offer excellent roster of amenities for all ages and life stages
- Strong mix of major universities and colleges campuses
- Diverse and robust local economy
- Capacity for population growth
- Water supply
- Well-developed and qualified workforce
- Visible and accessible elected officials

- A unique and strong mix of tourist attractions – historic stockyard district, world-class museums, nationally-acclaimed zoo, Texas Motor Speedway, an award-winning revitalized downtown, and public plaza, etc.
- Strong Tarrant County chamber partnerships with stakeholders and within the county
- Main Street revitalization

WEAKNESSES

- Broadband capacity
- Lack of high skill/high wage employers
- Changing conditions for mature commercial and residential properties
- Oversupply of retail
- Pedestrian connectivity - sidewalks, bike lanes, etc.
- Comprehensive public transportation network
- Inconsistent and lack of coordinated use of different economic development tools
- Growth is outpacing infrastructure
- Technical labor generation gap number of technically skilled graduates does not meet current needs for highly technical aerospace jobs, IT positions, and advanced technology positions (Although programs have been put in place to improve this, the timing does not line up in time)
- Growth and development are outpacing road infrastructure
- Commercial development that is aging
- Lack of public transportation and access to it
- Keeping up with aging infrastructure
- International business development
- Quality development standards
- Lack of diverse variety of residential housing options

OPPORTUNITIES

- Redevelopment of aging commercial and residential
- Foster sustainable growth
- Maximize infill development
- Continue to facilitate Transit-Oriented Developments
- Enhance communication and partnerships within the hospitality and tourism sectors
- Main Street revitalizations
- Expand access to public transportation
- Maintain and upgrade infrastructure and roads
- Continue collaborating with community colleges, and universities for labor force
- Continue to embrace and enable entrepreneurship activity
- Continue to promote quality of life options for different life stages
- Continue to take advantage of our region's attractiveness for business industry and defense if we take a comprehensive, and regional approach
- Embrace emerging technologies
- Maximize public-private partnership tools

- Continue to develop and emphasize programs at local schools to make them more job-ready for employment
- Expand and enhance partnerships with our workforce agency partners
- Further diversify the economy, particularly around emerging technology fields
- Transportation – road network
- Opportunity to have more diverse quality residential housing options
- Coordinate quality development standards
- International and domestic partnerships
- Land - capacity for growth
- Remove barriers to enter the workforce
- Solutions to affordable childcare to support employment and education opportunities
- Continue and broaden emphasis on bridging the public schools and business community relative to CTE programs
- Continue to eliminate or address food deserts
- Foster historic places and promote placemaking in Tarrant County

THREATS

- Water – risk of droughts
- Energy
- Aging infrastructure (water, sewer)
- Evolution of brick-and-mortar business
- Legislative changes to sales tax - Comptroller's rules
- Lack of available funding to facilitate redevelopment
- Less reliable tax revenue streams
- Eroding local control – cities and counties
- Lack of funds dedicated to economic development
- Perceived higher tax burden through property taxes
- Texas places a high tax burden on businesses
- Inventory taxes, margins taxes
- Other states (and countries) are aggressively pursuing Texas businesses with large tax incentives and cash grants
- Increasing competition in the global marketplace
- Becoming harder to be cost-competitive due to high prices of labor and cost of doing business
- Reduced DOD spending puts aerospace sector at risk
- Qualified workforce is increasingly hard to find
- B.R.A.C. and the possibility of closure of NAS/JRB is always a threat to our region
- With the loss of our military presence in the region our defense-related industries would suffer as well, therefore impacting our economy for some time into the future.
- By lack of a comprehensive, long-term approach to our transportation issues, we face the possibility of losing business, industry, and jobs to other areas of the region and the state
- Being landlocked and having no more buildable land for future developments

- Keeping up with growth and all the demands and strains it can put on us, and our taxpayers.
- All the other surrounding cities have lower property taxes, which can be a challenge to retain some of our businesses in FW when they can move a short distance to an adjacent city and pay lower property taxes
- Old housing and the ability to maintain and preserve quality neighborhoods
- Quality development standards
- Diverse quality residential housing options
- Oversupply of office space
- Skills of the workforce based on projected demand for jobs by 2036

APPENDIX C (CONTINUED)

SWOT ANALYSIS BY CLUSTER — EDUCATION CLUSTER

Education Cluster is representative of the 16-counties across the NCTCOG region; and includes professionals with experience across the education spectrum - early education through *Doctor of Philosophy* degree.

EDUCATION CLUSTER LEADERSHIP:

Chairperson, Dr. James Quick

Vice Chairperson, Fred Schmidt

Scribe, Dr. Jeffrey Miller

NCTCOG Staff: Lucille Johnson, Prit Patel, Rick Norman

EDUCATION CLUSTER COMMITTEE	
Dr. James Quick (NCTEDD Board)	Southern Methodist University
Fred Schmidt (NCTEDD Board)	Tarrant County Community College District
Dr. Maria Martinez-Cosio (NCTEDD Board)	University of Texas - Arlington
Ben Magill (NCTEDD Board)	Dallas College
Susan Bohn	Aledo Independent School District
Katherine Springer	Aledo Independent School District
Karen Zeske	Arlington Independent School District
Sara Mahoney	Arlington Independent School District
Susan Patterson	Arlington Independent School District
Theresa Paschall	Burleson Independent School District
Kyle Heath	Cleburne Independent School District
Dr. Bill King	Collin College
Annette Duvall	Crowley Independent School District
Anna Mays	Dallas College
Alex Cooley	Dallas College
Dr. Jeffrey Miller	Dallas College
Kristyn Edney	Dallas County Promise
Dr. Usamah Rodgers	Dallas Independent School District
Richard Grimsley	Dallas Independent School District
Elizabeth McClain	Dallas Regional Chamber
Sara Medina	Dallas Regional Chamber
Lisa Harrison	Education Service Center Region 11
Sandy Benavidez	Education Service Center Region 11
Brenda Jacks	Fort Worth Independent School District
L. G. Swift	Fort Worth Independent School District
Tiffany Gilmore	Garland Independent School District
Susie Wright	Glen Rose Independent School District
Cornelia McCowan	Grand Prairie Independent School District

Leslie Birdow	inspirED
Jill Adams	Lewisville Independent School District
Wendy Gruver	Lewisville Independent School District
Renato de los Santos	League of United Latin American Citizens National Educational Service Center of Dallas
Dr. John Kuhn	Mineral Wells Independent School District
Donna Uptergrove	North Central Texas College
Bobby Morris	Northwest Independent School District
Dr. Rupa Iyer	Tarleton State University
Javier Garza	Tarleton State University
Marlon Mote	Tarrant County College District
Richard Vela	Tarrant County College District
Rosalyn Walker	Tarrant County College District
Patsy Robles-Goodwin	Texas Wesleyan University
Barbara Lerner	Texas Women's University
Bill Webb	Trades in Texas
Christine Hubbard	University of North Texas
Gwendolyn Moore	University of North Texas
Jean Keller	University of North Texas
Rosemary Haggett	University of North Texas
Dr. Troy Johnson	University of Texas - Arlington
Calvin Jamison	University of Texas - Dallas
Jenny Mizutowicz	University of Texas - Dallas
Joseph Pancrazio	University of Texas - Dallas
Lynn Tam	University of Texas Southwestern
Jessica McKee	Weatherford College
Danielle Davis	Workforce Solutions for North Central Texas
Renee Parker	Workforce Solution Tarrant County
Tammy Galloway	Workforce Solution Tarrant County
Jason Hudson	Wylie Independent School District

ACRONYMS AND ABBREVIATIONS

CTE: Career and Technical Education

EcosySTEM: a collaborative effort which unites various stakeholders to work towards the common goal of increasing access for young people to STEM-rich learning environments so that they are engaged and have mastered the necessary skills for success in STEM careers.

ESL: English as a Second Language

ISD: Independent School District

LMI: Labor Market Information

NCT: North Central Texas

PK-12: Pre-Kindergarten to High School

PK-16: Pre-Kindergarten to Bachelor's Degree

PK-20: Pre-Kindergarten to Graduate Degree

Pre-K: Pre-Kindergarten

P-TECH: Pathways in Technology Early College High School

STAAR: State of Texas Assessments of Academic Readiness

STEAM: Science, Technology, Engineering, the Arts and Mathematics

STEM: Science, Technology, Engineering and Mathematics

PRE-KINDERGARTEN THROUGH HIGH SCHOOL SWOT

STRENGTHS

1. Wide range of educational options including homeschooling, charter schools, private schools, public schools, community colleges, trade schools, public and private universities, P-TECHs, STEAM programs, early college high schools, and more
2. Pre-K through 12 schools are the first partners with most families in educating children
3. Many schools are offering work-ready credentials including industry-based certifications and endorsed credentials that prepare them to enter the workforce at graduation. Many of these programs are stackable credentials and pathways that result in a high degree of employment for our students.
4. CTE programming provides enhanced work-based learning opportunities that include apprenticeships, job shadowing, internships, and practicums
5. Interlink, which is an intermediary between industry and public school, connects PK-16 to industry to ensure what is being taught in schools is reflective of what industry needs are for now and the future
6. Increasing numbers of industry partnerships built with PK-12. In addition, P-TECH and STEAM programs are a requirement and a secondary and post-secondary bridge.
7. Education is the largest employer in many of our communities
8. Growing awareness and acknowledgment of past inequities and developing a dialogue
9. The diverse cultural backgrounds of many students create a strong connection to a diverse world
10. Increasing attention to dual language education in multiple contexts including computer programming language
11. Courses offered in multiple languages
12. Education course offerings are increasingly expanded through virtual education
13. Strong partnerships between Workforce Solutions, ISD systems, community college systems, and universities
14. The opportunities for learning in different pathways/fields are strong and expanding
15. The Texas Education Agency, Texas Higher Education Coordinating Board, and the Texas Workforce Commission partners tie strategies to community needs and labor market information
16. The strengthening of PK-16 offerings provides greater choices of high-quality online education options to students across the region
17. The growth of CTE programs combined with dual credit and a connection to pathways and certifications has enabled more students to be better prepared to enter the workforce and/or continue with their education

WEAKNESSES

1. Educational inequities across our region are exacerbated over the digital divide both in urban and rural areas throughout PK-16
2. The diversity of the faculty and administrative workforce needs to better reflect the diversity of the students in the classrooms.
3. Lack of ESL teachers and faculty
4. A severe shortage of teachers trained in culturally relevant coursework throughout the campuses including African American History, Mexican American/Chicano/Latinx History, and Asian American and Pacific Islander History, and cultures
5. Financial literacy
6. Parental and student awareness of in-demand career opportunities and the educational programs and credentials needed for those careers
7. Inadequate counseling resources to address counseling needs
8. Duplication of efforts due to silos
9. A gap in advisement: student to counselor ratios, additional workloads on advisors, inadequate resources all inhibit adequate advisement for students in PK-20
10. Availability of early, affordable social services, and education for infants through Age 3
11. Lack of mental healthcare services for Pre-K through Adult
12. Lack of understanding in the potential of relationships with our neighbors outside of the country; and to develop pride and efficacy in students to build the workforce that connects with their culture and then reflects to the world
13. Students need to better develop professional skills and workplace expectations
14. Shortage of bilingual teachers, particularly in the face of changing demographics

OPPORTUNITIES

1. Capitalize on the growing diversity in North Central Texas (contributions to the workforce, enriches cultural diversity, broadens perspectives, and improves all aspects of community)
2. Expansion of high-tech companies in North Central Texas, such as a growing Unmanned Aircraft Systems and drones, provides opportunities for students in our region
3. Mitigate, identify, and eliminate existing inequities in access, retention, success, and employment
4. Continuously implement emerging technology across the educational spectrum
5. Educational opportunities beyond traditional boundaries due to technology
6. Skills development in support of Opportunity Zones attract businesses locally and create new job opportunities
7. Engage industry and nonprofit partners to help students develop an understanding of careers through a variety of mentorship programs
8. Reform and rethink what education looks like and is designed to achieve, including career pathways, entry points, and traditional education needs to transform as the economy evolves
9. Formal recognition of competencies acquired outside traditional educational experiences, including military and professional experience
10. Leverage NCT educational collaboration to help industry partners reach students beyond respective zip codes

11. Strengthen advisement for students and families by streamlining communication about opportunities and programs
12. Strengthen partnerships across the educational spectrum to support transfer and degree completion, especially in career and technical education
13. Improve communication about dual credit crosswalks to streamline the process, and reduce redundancy
14. Opportunity to help fill in-demand positions such as trades and manufacturing by offering students internships and apprenticeships that could lead to careers upon graduation
15. Build strong programs to grow future educators reflecting the diversity of the students they teach in all disciplines, especially bilingual education, ESL, special education, and other specializations
16. Leverage North Central Texas collaborations to provide a system of services for children 0-3, especially those living in poverty
17. Continued community support for initiatives to reinforce education in NCT including the construction of facilities, and training hubs, etc.
18. Encourage work of existing EcosySTEM Design Teams and STEAM initiatives
19. Validate NCT students' cultural, racial, and linguistic assets to develop pride and self-efficacy and yield an enriched, diverse, and globally connected workforce
20. Contextualize skills in PK-12 education; opportunity to support authentic and meaningful assessment in Pre-K through 12 schools
21. Develop programs to address the shortage of bilingual teachers, particularly in the face of changing demographics
22. Opportunity to increase parental and student awareness of in-demand career opportunities and the educational programs and credentials needed for those careers

THREATS

1. The Pandemic has reduced the number of teachers reflecting the student population and has exacerbated teacher shortages and diversity
2. Impact of partisan politics on the content of education materials, as well as perception nationally of Texas education system
3. Preparing students for changing industries in a rapidly changing economy and with advances in emerging disruptive technologies such as artificial intelligence, virtual reality, etc.
4. The current educational system is not well-positioned for our current and future educational needs
5. Shortage of teachers with skills in teaching critical thinking
6. Overemphasis on high stakes standardized tests and uniformity in the application of tests
7. Low expectations on critical thinking capacity of students limits opportunities
8. Dramatic swings in population create difficulties managing staff and resources
9. Lack of awareness that there are multiple entry points to a career field, multiple growth opportunities to enter the workforce
10. Migration of graduates, seeking a college education, to other states results in a brain and community drain out of the region of talented and diverse students
11. Decrease in college attendance rates for growing populations

HIGHER EDUCATION SWOT

STRENGTHS

1. North Central Texas has a full range of higher-education institutions from community colleges to research universities and medical schools
2. North Central Texas offers an extensive range of degree programs for students who then remain in the region for employment contributing to a diverse local economy
3. North Central Texas colleges and universities are motivated to create new programs to address the changing educational needs of the region
4. North Central Texas colleges and universities contribute directly to the region's cultural and intellectual diversity by attracting students, faculty, and speakers, from out of state and other nations
5. Recipients of degrees from North Central Texas colleges and universities have increased earning potential
6. North Central Texas colleges and universities create an environment that attracts employers to the region by enhancing the quality of life, cultural richness, and the local economy of the region through the arts, public lectures, libraries, community engagement, and sports events
7. North Central Texas colleges and universities increase global awareness in the community and workforce (thru study abroad programs, international student bodies, speakers, diverse faculty, etc.).
8. Early college high school programs and dual enrollment opportunities broaden the student educational experience and allow them to graduate with high school diplomas, college credit up to 2-year degrees
9. Entrepreneurial activities and innovation have strengthened as a result of research at universities, alumni starting businesses, and universities researching with local industries
10. North Central Texas colleges and universities attract foundation and philanthropic investment which contribute to regional economic development through the creation of new educational and community outreach programs

WEAKNESSES

1. The graduation rate of college students with Bachelors, Masters, and PhD's from North Central Texas colleges and universities is inadequate to meet the region's needs
2. Insufficient mechanisms are in place to encourage and facilitate collaboration and coordination between North Central Texas colleges and universities to optimize their resources

OPPORTUNITIES

1. The rapidly growing population of North Central Texas represents both a challenge and an opportunity for North Central Texas colleges and universities to expand their educational offerings, community engagement, and collaboration with the private sector
2. Increase the community engagement of North Central Texas colleges and universities in support of K-12 education, urban planning, entrepreneurship, community service, industrial partnerships, and improve coordination and resources devoted to the incubation of new businesses
3. Continued expansion of collaboration between North Central Texas colleges and universities to optimize their collective contribution to the region's economy through strategic planning to increase collaboration to share facilities, create complementary and joint programs, share instruction, and develop transfer agreements

4. Opportunities exist for North Central Texas colleges and universities to contribute to the growth of the private sector through internships and workforce development
5. Strengthening research at North Central Texas universities will attract and stimulate the growth of industries, innovation, and new opportunities for the region

THREATS

1. Public access to higher education in North Central Texas is limited by its cost and the regional transportation infrastructure
2. Increasing student debt diminishes the financial contribution of college graduates to the local economy
3. Workforce development at North Central Texas colleges and universities is being affected by the changing demographics of student populations with college enrollments characterized by falling numbers of students interested in STEM fields, decreasing numbers of male students
4. College readiness of many students entering North Central Texas colleges and universities as a result of inadequate preparation slows student progress, reduces graduation rates, and increasingly taps resources at colleges and universities to provide remedial educational programs
5. The ability of North Central Texas colleges and universities to expand and improve programs, improve facilities, and attract outstanding faculty is dependent on the existing economic climate which may include increasing infrastructure costs, cost of housing, public, and government pressure to limit tuition, and fluctuations in federal and state support of higher education
6. Legislation that would negatively impact higher education's primary mission
7. Laboratory capacity and space for expansion at North Central Texas colleges and universities are challenged to keep up with the population growth in the region
8. The disparate culture and bureaucracies of the region's colleges and universities and the private sector are challenged to development of collaboration

APPENDIX C (CONTINUED)

SWOT ANALYSIS BY CLUSTER — WORKFORCE CLUSTER**WORKFORCE CLUSTER LEADERSHIP:****Chairperson,** Kent Anderson**Vice Chairperson,** Judy McDonald**Scribe, NCTCOG Staff** – Lucille Johnson, Prit Patel**NCTCOG Staff:** Lucille Johnson, Prit Patel, Rick Norman

WORKFORCE CLUSTER COMMITTEE	
Kent Anderson	Workforce Solutions Greater Dallas
Richard Perez	Workforce Solutions Greater Dallas
Judy McDonald (NCTEDD Board)	Workforce Solutions for Tarrant County
Jann Miles	Workforce Solutions for Tarrant County
Steven Gonzalez	Workforce Solutions for Tarrant County
Renee Parker	Workforce Solutions for Tarrant County
Stephanie Longoria	Workforce Solutions for Tarrant County
Cristina Medina	NCTCOG Workforce Solutions
Anabel Castillo-Soto	NCTCOG Workforce Solutions
Daniel Ramirez	NCTCOG Workforce Solutions

STRENGTHS

- Overall stable employment with some variations based on industry
- Tenure, workforce knowledge, and continuity among Workforce Staff and Board Members
- Intense focus on system alignment with workforce partners – education, economic development, and industry
- Excellent Rapport with Military Base and employers/contractors in the defense industry
- Major headquarters and employers located within 16-county NCTCOG
- Alliance Airport Corridor - shares Workforce Centers that support those area companies and their HR staffing needs
- Excellent rapport with partners within the region to meet holistic needs of career seekers to prepare them to be job-ready
- Attraction and recruitment of new business, both interstate and intrastate
- Rapport and partnership with higher education to serve community challenges
- Leadership on Workforce Boards consist of industry majority made up of diverse stakeholders and complemented by education, economic development, community-based organization, and other relevant sectors
- Maximization of Workforce Center locations physically and virtually to serve the job seeker population
- Regional Workforce Leadership Council (RWLC)
- Ability to build coalitions when and where necessary to address urgent matters and challenges

- Public transportation and access
- Texas Workforce Commission financial investments towards childcare and providing quality care

WEAKNESSES

- Transportation: difficult to connect job seekers without cars to some employers
- Branding and marketing Workforce Solutions to improve understanding of the role, services, and purpose
- Supply and demand of trained workers; meeting employers' needs of qualified job candidates; changes in lifestyle.
- Post pandemic concerns:
 - Instability and uncertainty in the future of traditional workforce structure, market, and industries
 - Workforce being healthy long-term
 - Uncertainty on effects on industries, for example – medical and education fields
- Public transportation and access
- Childcare availability and access

OPPORTUNITIES

- Create partnership programs that enhance the career exploration and career planning process for elementary and secondary education students to create system alignment
- Build and develop a workforce from youth; make a positive impact to lower the high school drop-out rate
- Stipulations to identify and create partnership programs that enhance the career exploration
- Developing career pathways and making a concerted effort to promote career exploration beginning in primary and secondary education levels
- Create and diversify services (including virtual services) for employers and job seekers, through advanced technology
- A strong business recruitment and retention plan
- Development of opportunities in the strengthening of infrastructure
- Overall stable employment with some variations based on industry
- Retail employment – keeping up with evolving and changing industry
- Branding and marketing Workforce Solutions to improve understanding of the role, services, and purpose
- Instability and uncertainty in the future of traditional workforce structure, market, and industries
- Childcare availability and access

THREATS

- Growth is outpacing infrastructure needs and demands
- An unexpected downturn in the economy or elevated unemployment rate; reduction in labor force participation rate
- A decrease in spending for defense Industry
- Legislation changes that impact business hiring and cost of doing business, and employee benefits

- Businesses facing an aging workforce and talent drain
- Manufacturing and construction decline due to lack of interest of the younger workforce
- Lack of training programs with credentials to adequately prepare the future workforce
- Public transportation and access

APPENDIX D

SECTOR INDUSTRY SURVEY RESULTS BY CLUSTER

The CEDS Committee members, along with many other regional economic development related stakeholders participated in an online Industry Survey ranking the importance of the major economic development related areas listed below. Each subject area included fifteen to twenty different sub-categories. The following pages include the results of that survey by each cluster.

- Economy
- Quality of Life
- Community Services and Infrastructure
- Health Care and Social Services

CLUSTER 1	CLUSTER 2	CLUSTER 3	CLUSTER 4		EDUCATION CLUSTER	WORKFORCE CLUSTER
Palo Pinto	Hood	Johnson	Hunt		ISDs	NCTCOG Workforce Solutions (14 counties)
Parker	Erath	Ellis	Kaufman		Higher Education	Tarrant County Workforce Solutions
Wise	Somervell	Navarro	Rockwall		Workforce Solutions	Dallas County Workforce Solutions
CLUSTER 5	CLUSTER 6	CLUSTER 7	CLUSTER 8			
Collin	Dallas	Denton	Tarrant			

APPENDIX D (CONTINUED)

SURVEY RESULTS BY CLUSTER

Cluster 1 includes the following counties: **Wise, Palo Pinto, and Parker.**

Industry Ranking Key: For each industry, please rank the importance of including goals and objectives for this industry in this CEDS document, according to the following scale:

1 = Strongly disagree to this being in this first CEDS document

2 = Disagree to this being in this first CEDS document

3 = Neutral

4 = Agree to this being in this first CEDS document

5 = Strongly agree to this being in this first CEDS document

	1	2	3	4	5
Economy - Manufacturing	0.00%	0.00%	0.00%	50.00%	50.00%
Economy - Retail	0.00%	0.00%	0.00%	0.00%	100.00%
Economy - Agriculture, Forestry, and Natural Resources	0.00%	0.00%	50.00%	50.00%	0.00%
Economy - Construction/Real Estate	0.00%	0.00%	0.00%	100.00%	0.00%
Economy - Banking	0.00%	0.00%	50.00%	0.00%	50.00%
Economy - Defense	0.00%	0.00%	50.00%	50.00%	0.00%
Economy - Energy Efficiency Options (Alternative Fuels, Renewable Fuels)	0.00%	0.00%	50.00%	50.00%	0.00%
Economy - Energy (Oil and Gas)	0.00%	0.00%	0.00%	100.00%	0.00%
Economy - Sports	0.00%	0.00%	100.00%	0.00%	0.00%
Economy - Tourism	0.00%	0.00%	0.00%	100.00%	0.00%
Economy - Technology	0.00%	0.00%	0.00%	50.00%	50.00%
Economy - Intergovernmental Coordination	0.00%	0.00%	0.00%	50.00%	50.00%
Economy - Other	0.00%	0.00%	50.00%	50.00%	0.00%
Quality of Life - Community Amenities	0.00%	0.00%	0.00%	50.00%	50.00%
Quality of Life - Scenic and Recreation	0.00%	0.00%	0.00%	50.00%	50.00%
Quality of Life - Open Space/Conservation and Habitat	0.00%	0.00%	0.00%	100.00%	0.00%
Quality of Life – Comprehensive Land Use and Development Options	0.00%	0.00%	0.00%	50.00%	50.00%
Quality of Life - Air Quality	0.00%	0.00%	50.00%	0.00%	50.00%
Quality of Life - Water Quality/Quantity	0.00%	0.00%	0.00%	50.00%	50.00%
Quality of Life - Youth Services	0.00%	0.00%	50.00%	50.00%	0.00%
Quality of Life - Senior Services	0.00%	0.00%	0.00%	100.00%	0.00%

Quality of Life - Arts, Entertainment and Culture	0.00%	0.00%	0.00%	100.00%	0.00%
Quality of Life - Other	0.00%	0.00%	50.00%	50.00%	0.00%
Community Services and Infrastructure - Public Transportation	0.00%	0.00%	0.00%	100.00%	0.00%
Community Services and Infrastructure Local Government	0.00%	0.00%	0.00%	0.00%	100.00%
Community Services and Infrastructure Intermodal Freight Facilities	0.00%	0.00%	50.00%	50.00%	0.00%
Community Services and Infrastructure - Commodity Pipelines	0.00%	0.00%	100.00%	0.00%	0.00%
Community Services and Infrastructure - Pedestrian Design	0.00%	0.00%	50.00%	50.00%	0.00%
Community Services and Infrastructure - Police and Fire	0.00%	0.00%	0.00%	100.00%	0.00%
Community Services and Infrastructure - Water, Sewers and Utility	0.00%	0.00%	0.00%	50.00%	50.00%
Community Services and Infrastructure - Roads, Toll Roads, Railroads, Streets and Parking	0.00%	0.00%	0.00%	0.00%	100.00%
Community Services and Infrastructure Watershed Management	0.00%	0.00%	0.00%	100.00%	0.00%
Community Services and Infrastructure - Solid Waste Management	0.00%	0.00%	0.00%	50.00%	50.00%
Community Services and Infrastructure - Water Conservation and Resource Efficiency	0.00%	0.00%	50.00%	50.00%	0.00%
Community Services and Infrastructure Phone, Internet, and Broadband	0.00%	0.00%	0.00%	50.00%	50.00%
Community Services and Infrastructure Aviation Facilities	0.00%	0.00%	50.00%	50.00%	0.00%
Community Services and Infrastructure - Interstate Highways	0.00%	0.00%	0.00%	50.00%	50.00%
Community Services and Infrastructure - Housing Stock/Diversity	0.00%	0.00%	50.00%	50.00%	0.00%
Community Services and Infrastructure - Land and Buildings for Development	0.00%	0.00%	0.00%	100.00%	0.00%
Community Services and Infrastructure - Other	0.00%	0.00%	50.00%	50.00%	0.00%
Health Care/Social Service - Hospitals	0.00%	0.00%	0.00%	50.00%	50.00%
Health Care/Social Services - Local Clinics	0.00%	0.00%	0.00%	50.00%	50.00%
Health Care/Social Services- Telemedicine	0.00%	0.00%	0.00%	100.00%	0.00%
Health Care/Social Services - Home-Delivered Meals, Food Congregate Meals, Community Centers	0.00%	0.00%	0.00%	100.00%	0.00%

Health Care/Social Services- Senior Health	0.00%	0.00%	0.00%	100.00%	0.00%
Health Care/Social Services- Children's Health	0.00%	0.00%	50.00%	50.00%	0.00%
Health Care/Social Services - Mental Health	0.00%	0.00%	0.00%	50.00%	50.00%
Health Care/Social Services - Other	0.00%	0.00%	50.00%	50.00%	0.00%
Education - Public Education	0.00%	0.00%	0.00%	100.00%	0.00%
Education - Private Education	0.00%	0.00%	0.00%	100.00%	0.00%
Education - Vocational	0.00%	0.00%	0.00%	50.00%	50.00%
Education - Universities/Colleges/Community Colleges	0.00%	0.00%	0.00%	100.00%	0.00%
Education - Related Businesses and Spin-offs	0.00%	0.00%	0.00%	100.00%	0.00%
Education - Technology, Transfer, Business Incubators, and Accelerators	0.00%	0.00%	0.00%	100.00%	0.00%
Education Other	0.00%	0.00%	50.00%	50.00%	0.00%

Cluster 2 includes the following counties: **Erath, Hood, and Somervell.**

Industry Ranking Key: For each industry, please rank the importance of including goals and objectives for this industry in this CEDS document, according to the following scale:

- 1 = Strongly disagree to this being in this first CEDS document
- 2 = Disagree to this being in this first CEDS document
- 3 = Neutral
- 4 = Agree to this being in this first CEDS document
- 5 = Strongly agree to this being in this first CEDS document

	1	2	3	4	5
Economy - Manufacturing	0.00%	0.00%	0.00%	33.33%	66.66%
Economy - Retail	0.00%	0.00%	0.00%	33.33%	66.66%
Economy - Agriculture, Forestry, and Natural Resources	0.00%	0.00%	0.00%	100.00%	0.00%
Economy - Construction/Real Estate	0.00%	0.00%	0.00%	33.33%	66.67%
Economy - Banking	0.00%	0.00%	0.00%	33.33%	66.67%
Economy - Defense	0.00%	0.00%	66.67%	33.33%	0.00%
Economy - Energy Efficiency Options (Alternative Fuels, Renewable Fuels)	0.00%	0.00%	0.00%	33.33%	66.67%
Economy - Energy (Oil and Gas)	0.00%	0.00%	0.00%	33.33%	66.67%
Economy - Sports	0.00%	0.00%	66.67%	33.33%	0.00%
Economy - Tourism	0.00%	0.00%	0.00%	33.33%	66.67%
Economy - Technology	0.00%	0.00%	0.00%	33.33%	66.67%
Economy - Intergovernmental Coordination	0.00%	0.00%	0.00%	33.33%	66.67%

Economy - Other	0.00%	0.00%	66.67%	0.00%	33.33%
Quality of Life - Community Amenities		0.00%	0.00%	33.33%	66.67%
Quality of Life - Scenic and Recreation	0.00%	0.00%	0.00%	33.33%	66.67%
Quality of Life - Open Space/Conservation and Habitat	0.00%	0.00%	0.00%	33.33%	66.67%
Quality of Life – Comprehensive Land Use and Development Options	0.00%	0.00%	0.00%	33.33%	66.67%
Quality of Life - Air Quality	0.00%	0.00%	0.00%	33.33%	66.67%
Quality of Life - Water Quality/Quantity	0.00%	0.00%	0.00%	33.33%	66.67%
Quality of Life - Youth Services	0.00%	0.00%	0.00%	33.33%	66.67%
Quality of Life - Senior Services	0.00%	0.00%	0.00%	33.33%	66.67%
Quality of Life - Arts, Entertainment and Culture	0.00%	0.00%	0.00%	33.33%	66.67%
Quality of Life - Other	0.00%	0.00%	50.00%	50.00%	0.00%
Community Services and Infrastructure - Public Transportation	0.00%	0.00%	0.00%	66.67%	33.33%
Community Services and Infrastructure Local Government		0.00%	0.00%	66.67%	33.33%
Community Services and Infrastructure Intermodal Freight Facilities	0.00%	0.00%	0.00%	100.00%	0.00%
Community Services and Infrastructure - Commodity Pipelines	0.00%	0.00%	33.33%	66.67%	0.00%
Community Services and Infrastructure - Pedestrian Design	0.00%	0.00%	0.00%	33.33%	66.67%
Community Services and Infrastructure - Police and Fire	0.00%	0.00%	33.33%	33.33%	33.33%
Community Services and Infrastructure - Water, Sewers and Utility	0.00%	0.00%	0.00%	66.67%	33.33%
Community Services and Infrastructure - Roads, Toll Roads, Railroads, Streets and Parking	0.00%	0.00%	0.00%	66.67%	33.33%
Community Services and Infrastructure Watershed Management	0.00%	0.00%	33.33%	33.33%	33.33%
Community Services and Infrastructure - Solid Waste Management	0.00%	0.00%	0.00%	33.33%	66.67%
Community Services and Infrastructure - Water Conservation and Resource Efficiency	0.00%	0.00%	0.00%	33.33%	66.67%
Community Services and Infrastructure Phone, Internet, and Broadband	0.00%	0.00%	0.00%	33.33%	66.67%
Community Services and Infrastructure Aviation Facilities	0.00%	0.00%	33.33%	33.33%	33.33%

Community Services and Infrastructure - Interstate Highways	0.00%	0.00%	66.67%	33.33%	0.00%
Community Services and Infrastructure - Housing Stock/Diversity	0.00%	0.00%	33.33%	33.33%	33.33%
Community Services and Infrastructure - Land and Buildings for Development	0.00%	0.00%	33.33%	33.33%	33.33%
Community Services and Infrastructure - Other	0.00%	0.00%	33.33%	33.33%	0.00%
Health Care/Social Service - Hospitals	0.00%	0.00%	0.00%	66.67%	33.33%
Health Care/Social Services - Local Clinics	0.00%	0.00%	0.00%	66.67%	33.33%
Health Care/Social Services- Telemedicine	0.00%	0.00%	33.33%	33.33%	33.33%
Health Care/Social Services - Home-Delivered Meals, Food Congregate Meals, Community Centers	0.00%	0.00%	0.00%	66.67%	33.33%
Health Care/Social Services- Senior Health	0.00%	0.00%	0.00%	33.33%	66.67%
Health Care/Social Services- Children's Health	0.00%	0.00%	0.00%	33.33%	66.67%
Health Care/Social Services - Mental Health	0.00%	0.00%	0.00%	33.33%	66.67%
Health Care/Social Services - Other	0.00%	0.00%	33.33%	33.33%	33.33%
Education - Public Education	0.00%	0.00%	0.00%	66.67%	33.33%
Education - Private Education	0.00%	0.00%	0.00%	66.67%	33.33%
Education - Vocational	0.00%	0.00%	0.00%	33.33%	66.67%
Education - Universities/Colleges/Community Colleges	0.00%	0.00%	33.33%	33.33%	33.33%
Education - Related Businesses and Spin-offs	0.00%	0.00%	33.33%	33.33%	33.33%
Education - Technology, Transfer, Business Incubators, and Accelerators	0.00%	0.00%	33.33%	33.33%	33.33%
Education Other	0.00%	0.00%	50.00%	50.00%	0.00%

Cluster 3 includes the following counties: **Ellis, Johnson, and Navarro.**

Industry Ranking Key: For each industry, please rank the importance of including goals and objectives for this industry in this CEDS document, according to the following scale:

- 1 = Strongly disagree to this being in this first CEDS document
- 2 = Disagree to this being in this first CEDS document
- 3 = Neutral
- 4 = Agree to this being in this first CEDS document
- 5 = Strongly agree to this being in this first CEDS document

	1	2	3	4	5
Economy - Manufacturing	0.00%	0.00%	16.67%	33.33%	50.00%
Economy - Retail	0.00%	0.00%	66.67%	16.67%	16.67%

Economy - Agriculture, Forestry, and Natural Resources	0.00%	0.00%	33.33%	50.00%	16.67%
Economy - Construction/Real Estate	0.00%	0.00%	16.67%	66.67%	16.67%
Economy - Banking	0.00%	0.00%	16.67%	66.67%	16.67%
Economy - Defense	0.00%	16.67%	50.00%	16.67%	16.67%
Economy - Energy Efficiency Options (Alternative Fuels, Renewable Fuels)	0.00%	16.67%	16.67%	50.00%	16.67%
Economy - Energy (Oil and Gas)	0.00%	16.67%	16.67%	50.00%	16.67%
Economy - Sports	0.00%	0.00%	33.33%	50.00%	16.67%
Economy - Tourism	0.00%	0.00%	16.67%	83.33%	0.00%
Economy - Technology	0.00%	0.00%	16.67%	33.33%	16.67%
Economy - Intergovernmental Coordination	0.00%	0.00%	16.67%	50.00%	33.33%
Economy - Other	0.00%	0.00%	75.00%	25.00%	0.00%
Quality of Life - Community Amenities	0.00%	0.00%	0.00%	66.67%	33.33%
Quality of Life - Scenic and Recreation	0.00%	0.00%	16.67%	50.00%	33.33%
Quality of Life - Open Space/Conservation and Habitat	0.00%	0.00%	33.33%	33.33%	33.33%
Quality of Life – Comprehensive Land Use and Development Options	0.00%	0.00%	16.67%	33.33%	50.00%
Quality of Life - Air Quality	0.00%	0.00%	16.67%	50.00%	33.33%
Quality of Life - Water Quality/Quantity	0.00%	0.00%	0.00%	66.67%	33.33%
Quality of Life - Youth Services	0.00%	0.00%	33.33%	66.67%	-
Quality of Life - Senior Services	0.00%	0.00%	16.67%	66.67%	16.67%
Quality of Life - Arts, Entertainment and Culture	0.00%	0.00%	16.67%	66.67%	16.67%
Quality of Life - Other	0.00%	0.00%	80.00%	0.00%	20.00%
Community Services and Infrastructure - Public Transportation	20.00%	0.00%	0.00%	40.00%	40.00%
Community Services and Infrastructure Local Government	0.00%	0.00%	0.00%	66.67%	33.33%
Community Services and Infrastructure Intermodal Freight Facilities	0.00%	0.00%	33.33%	33.33%	33.33%
Community Services and Infrastructure - Commodity Pipelines	0.00%	0.00%	33.33%	16.67%	33.33%
Community Services and Infrastructure - Pedestrian Design	0.00%	0.00%	16.67%	66.67%	16.67%
Community Services and Infrastructure - Police and Fire	0.00%	16.67%	0.00%	66.67%	16.67%
Community Services and Infrastructure - Water, Sewers and Utility	0.00%	0.00%	0.00%	50.00%	50.00%

Community Services and Infrastructure - Roads, Toll Roads, Railroads, Streets and Parking	0.00%	0.00%	0.00%	50.00%	50.00%
Community Services and Infrastructure Watershed Management	0.00%	0.00%	16.67%	33.33%	50.00%
Community Services and Infrastructure - Solid Waste Management	0.00%	16.67%	16.67%	50.00%	16.67%
Community Services and Infrastructure - Water Conservation and Resource Efficiency	0.00%	0.00%	16.67%	50.00%	33.33%
Community Services and Infrastructure Phone, Internet, and Broadband	0.00%	0.00%	0.00%	33.33%	66.67%
Community Services and Infrastructure Aviation Facilities	0.00%	0.00%	16.67%	50.00%	33.33%
Community Services and Infrastructure - Interstate Highways	0.00%	0.00%	0.00%	50.00%	50.00%
Community Services and Infrastructure - Housing Stock/Diversity	0.00%	0.00%	33.33%	50.00%	16.67%
Community Services and Infrastructure - Land and Buildings for Development	0.00%	0.00%	16.67%	66.67%	16.67%
Community Services and Infrastructure - Other	0.00%	0.00%	100.00%	0.00%	0.00%
Health Care/Social Service - Hospitals	0.00%	0.00%	33.33%	16.67%	50.00%
Health Care/Social Services - Local Clinics	0.00%	0.00%	33.33%	50.00%	16.67%
Health Care/Social Services- Telemedicine	0.00%	0.00%	66.67%	16.67%	16.67%
Health Care/Social Services - Home-Delivered Meals, Food Congregate Meals, Community Centers	0.00%	0.00%	66.67%	16.67%	16.67%
Health Care/Social Services- Senior Health	0.00%	0.00%	50.00%	16.67%	33.33%
Health Care/Social Services- Children's Health	0.00%	0.00%	40.00%	20.00%	40.00%
Health Care/Social Services - Mental Health	0.00%	0.00%	50.00%	16.67%	33.33%
Health Care/Social Services - Other	0.00%	0.00%	80.00%	0.00%	20.00%
Education - Public Education	0.00%	0.00%	0.00%	50.00%	50.00%
Education - Private Education	0.00%	16.67%	50.00%	33.33%	0.00%
Education - Vocational	0.00%	0.00%	0.00%	50.00%	50.00%
Education - Universities/Colleges/Community Colleges	0.00%	0.00%	0.00%	60.00%	40.00%
Education - Related Businesses and Spin-offs	0.00%	0.00%	0.00%	66.67%	33.33%
Education - Technology, Transfer, Business Incubators, and Accelerators	0.00%	0.00%	0.00%	66.67%	33.33%
Education Other	0.00%	0.00%	80.00%	0.00%	20.00%

Cluster 4 includes the following counties: **Hunt, Kaufman, and Rockwall.**

Industry Ranking Key: For each industry, please rank the importance of including goals and objectives for this industry in this CEDS document, according to the following scale:

1 = Strongly disagree to this being in this first CEDS document

2 = Disagree to this being in this first CEDS document

3 = Neutral

4 = Agree to this being in this first CEDS document

5 = Strongly agree to this being in this first CEDS document

	1	2	3	4	5
Economy - Manufacturing	0.00%	0.00%	0.00%	12.50%	87.50%
Economy - Retail	0.00%	12.50%	0.00%	25.00%	62.50%
Economy - Agriculture, Forestry, and Natural Resources	0.00%	0.00%	0.00%	62.50%	37.50%
Economy - Construction/Real Estate	0.00%	12.50%	0.00%	25.00%	62.50%
Economy - Banking	0.00%	0.00%	50.00%	25.00%	25.00%
Economy - Defense	0.00%	12.50%	25.00%	12.50%	25.00%
Economy - Energy Efficiency Options (Alternative Fuels, Renewable Fuels)	0.00%	12.50%	50.00%	12.50%	25.00%
Economy - Energy (Oil and Gas)	0.00%	0.00%	37.50%	25.00%	37.50%
Economy - Sports	0.00%	0.00%	50.00%	25.00%	25.00%
Economy - Tourism	0.00%	0.00%	0.00%	37.50%	62.50%
Economy - Technology	0.00%	0.00%	0.00%	25.00%	75.00%
Economy - Intergovernmental Coordination	0.00%	0.00%	0.00%	50.00%	50.00%
Economy - Other	0.00%	0.00%	62.50%	25.00%	12.50%
Quality of Life - Community Amenities	0.00%	0.00%	0.00%	62.50%	37.50%
Quality of Life - Scenic and Recreation	0.00%	0.00%	12.50%	37.50%	50.00%
Quality of Life - Open Space/Conservation and Habitat	0.00%	0.00%	0.00%	37.50%	62.50%
Quality of Life – Comprehensive Land Use and Development Options	0.00%	12.50%	12.50%	12.50%	62.50%
Quality of Life - Air Quality	0.00%	0.00%	25.00%	25.00%	50.00%
Quality of Life - Water Quality/Quantity	0.00%	0.00%	25.00%	0.00%	75.00%
Quality of Life - Youth Services	0.00%	0.00%	12.50%	62.50%	25.00%
Quality of Life - Senior Services	0.00%	0.00%	12.50%	62.50%	25.00%
Quality of Life - Arts, Entertainment and Culture	0.00%	0.00%	0.00%	75.00%	25.00%
Quality of Life - Other	0.00%	0.00%	62.50%	37.50%	0.00%

Community Services and Infrastructure - Public Transportation	0.00%	0.00%	25.00%	37.50%	37.50%
Community Services and Infrastructure Local Government	0.00%	0.00%	12.50%	37.50%	50.00%
Community Services and Infrastructure Intermodal Freight Facilities	0.00%	0.00%	25.00%	37.50%	37.50%
Community Services and Infrastructure - Commodity Pipelines	0.00%	0.00%	37.50%	37.50%	25.00%
Community Services and Infrastructure - Pedestrian Design	0.00%	0.00%	37.50%	25.00%	37.50%
Community Services and Infrastructure - Police and Fire	0.00%	0.00%	0.00%	25.00%	75.00%
Community Services and Infrastructure - Water, Sewers and Utility	0.00%	0.00%	0.00%	25.00%	75.00%
Community Services and Infrastructure - Roads, Toll Roads, Railroads, Streets and Parking	0.00%	0.00%	0.00%	50.00%	50.00%
Community Services and Infrastructure Watershed Management	0.00%	0.00%	12.50%	37.50%	50.00%
Community Services and Infrastructure - Solid Waste Management	0.00%	0.00%	12.50%	50.00%	37.50%
Community Services and Infrastructure - Water Conservation and Resource Efficiency	0.00%	0.00%	12.50%	25.00%	62.50%
Community Services and Infrastructure Phone, Internet, and Broadband	0.00%	0.00%	0.00%	0.00%	100.00%
Community Services and Infrastructure Aviation Facilities	0.00%	0.00%	25.00%	62.50%	12.50%
Community Services and Infrastructure - Interstate Highways	0.00%	0.00%	25.00%	37.50%	37.50%
Community Services and Infrastructure - Housing Stock/Diversity	0.00%	0.00%	12.50%	50.00%	37.50%
Community Services and Infrastructure - Land and Buildings for Development	0.00%	0.00%	25.00%	12.50%	62.50%
Community Services and Infrastructure - Other	0.00%	0.00%	62.50%	12.50%	25.00%
Health Care/Social Service - Hospitals	0.00%	0.00%	12.50%	37.50%	50.00%
Health Care/Social Services - Local Clinics	0.00%	0.00%	12.50%	50.00%	37.50%
Health Care/Social Services- Telemedicine	0.00%	12.50%	0.00%	37.50%	50.00%
Health Care/Social Services - Home-Delivered Meals, Food Congregate Meals, Community Centers	0.00%	0.00%	25.00%	50.00%	25.00%
Health Care/Social Services- Senior Health	0.00%	0.00%	25.00%	37.50%	37.50%
Health Care/Social Services- Children's Health	0.00%	0.00%	25.00%	37.50%	37.50%
Health Care/Social Services - Mental Health	0.00%	0.00%	12.50%	62.50%	25.00%
Health Care/Social Services - Other	0.00%	0.00%	62.50%	25.00%	12.50%

Education - Public Education	0.00%	0.00%	12.50%	25.00%	62.50%
Education - Private Education	0.00%	0.00%	12.50%	37.50%	50.00%
Education - Vocational	0.00%	0.00%	0.00%	12.50%	87.50%
Education - Universities/Colleges/Community Colleges	0.00%	0.00%	12.50%	25.00%	62.50%
Education - Related Businesses and Spin-offs	0.00%	0.00%	37.50%	37.50%	25.00%
Education - Technology, Transfer, Business Incubators, and Accelerators	0.00%	0.00%	14.29%	28.57%	57.14%
Education Other	0.00%	0.00%	50.00%	25.00%	25.00%

Cluster 5 represents Collin County.

Industry Ranking Key: For each industry, please rank the importance of including goals and objectives for this industry in this CEDS document, according to the following scale:

- 1 = Strongly disagree to this being in this first CEDS document
- 2 = Disagree to this being in this first CEDS document
- 3 = Neutral
- 4 = Agree to this being in this first CEDS document
- 5 = Strongly agree to this being in this first CEDS document

	1	2	3	4	5
Economy - Manufacturing	0.00%	25.00%	12.50%	50.00%	12.50%
Economy - Retail	0.00%	0.00%	12.50%	37.50%	50.00%
Economy - Agriculture, Forestry, and Natural Resources	12.50%	12.50%	25.00%	25.00%	25.00%
Economy - Construction/Real Estate	0.00%	0.00%	0.00%	62.50%	37.50%
Economy - Banking	0.00%	0.00%	37.50%	25.00%	37.50%
Economy - Defense	12.50%	12.50%	25.00%	37.50%	12.50%
Economy - Energy Efficiency Options (Alternative Fuels, Renewable Fuels)	0.00%	25.00%	25.00%	25.00%	25.00%
Economy - Energy (Oil and Gas)	0.00%	25.00%	62.50%	12.50%	0.00%
Economy - Sports	0.00%	0.00%	12.50%	50.00%	37.50%
Economy - Tourism	0.00%	0.00%	12.50%	62.50%	25.00%
Economy - Technology	0.00%	0.00%	25.00%	0.00%	75.00%
Economy - Intergovernmental Coordination	0.00%	0.00%	37.50%	37.50%	25.00%
Economy - Other	0.00%	0.00%	71.43%	14.29%	0.00%
Quality of Life - Community Amenities	0.00%	0.00%	12.50%	25.00%	62.50%
Quality of Life - Scenic and Recreation	0.00%	0.00%	0.00%	50.00%	50.00%

Quality of Life - Open Space/Conservation and Habitat	0.00%	0.00%	0.00%	25.00%	62.50%
Quality of Life – Comprehensive Land Use and Development Options	0.00%	0.00%	0.00%	62.50%	37.50%
Quality of Life - Air Quality	0.00%	0.00%	25.00%	50.00%	25.00%
Quality of Life - Water Quality/Quantity	0.00%	0.00%	12.50%	37.50%	50.00%
Quality of Life - Youth Services	0.00%	0.00%	25.00%	50.00%	25.00%
Quality of Life - Senior Services	0.00%	0.00%	37.50%	50.00%	25.00%
Quality of Life - Arts, Entertainment and Culture	0.00%	0.00%	25.00%	25.00%	50.00%
Quality of Life - Other	0.00%	0.00%	100.00%	0.00%	0.00%
Community Services and Infrastructure - Public Transportation	0.00%	0.00%	25.00%	62.50%	12.50%
Community Services and Infrastructure Local Government	0.00%	12.50%	0.00%	75.00%	12.50%
Community Services and Infrastructure Intermodal Freight Facilities	0.00%	25.00%	0.00%	62.50%	12.50%
Community Services and Infrastructure - Commodity Pipelines	0.00%	37.50%	37.50%	25.00%	0.00%
Community Services and Infrastructure - Pedestrian Design	0.00%	25.00%	12.50%	25.00%	37.50%
Community Services and Infrastructure - Police and Fire	0.00%	0.00%	0.00%	37.50%	62.50%
Community Services and Infrastructure - Water, Sewers and Utility	0.00%	0.00%	12.50%	37.50%	50.00%
Community Services and Infrastructure - Roads, Toll Roads, Railroads, Streets and Parking	0.00%	0.00%	12.50%	50.00%	37.50%
Community Services and Infrastructure Watershed Management	0.00%	12.50%	37.50%	12.50%	37.50%
Community Services and Infrastructure - Solid Waste Management	0.00%	12.50%	37.50%	25.00%	25.00%
Community Services and Infrastructure - Water Conservation and Resource Efficiency	0.00%	0.00%	12.50%	62.50%	25.00%
Community Services and Infrastructure Phone, Internet, and Broadband	0.00%	0.00%	12.50%	25.00%	62.50%
Community Services and Infrastructure Aviation Facilities	0.00%	12.50%	25.00%	37.50%	25.00%
Community Services and Infrastructure - Interstate Highways	0.00%	25.00%	0.00%	50.00%	25.00%
Community Services and Infrastructure - Housing Stock/Diversity	0.00%	0.00%	25.00%	62.50%	12.50%

Community Services and Infrastructure - Land and Buildings for Development	0.00%	12.50%	12.50%	75.00%	0.00%
Community Services and Infrastructure - Other	0.00%	0.00%	75.00%	12.50%	12.50%
Health Care/Social Service - Hospitals	0.00%	0.00%	0.00%	37.50%	62.50%
Health Care/Social Services - Local Clinics	0.00%	0.00%	0.00%	50.00%	50.00%
Health Care/Social Services- Telemedicine	0.00%	0.00%	12.50%	50.00%	37.50%
Health Care/Social Services - Home-Delivered Meals, Food Congregate Meals, Community Centers	0.00%	12.50%	0.00%	62.50%	25.00%
Health Care/Social Services- Senior Health	0.00%	12.50%	0.00%	50.00%	37.50%
Health Care/Social Services- Children's Health	0.00%	0.00%	0.00%	50.00%	50.00%
Health Care/Social Services - Mental Health	0.00%	0.00%	12.50%	50.00%	37.50%
Health Care/Social Services - Other	0.00%	0.00%	75.00%	12.50%	12.50%
Education - Public Education	0.00%	0.00%	0.00%	37.50%	62.50%
Education - Private Education	12.50%	0.00%	0.00%	75.00%	12.50%
Education - Vocational	0.00%	0.00%	0.00%	62.50%	37.50%
Education - Universities/Colleges/Community Colleges	0.00%	0.00%	0.00%	62.50%	37.50%
Education - Related Businesses and Spin-offs	0.00%	0.00%	28.57%	57.14%	14.29%
Education - Technology, Transfer, Business Incubators, and Accelerators	0.00%	0.00%	12.50%	50.00%	37.50%
Education Other	0.00%	0.00%	100.00%	0.00%	0.00%

Cluster 6 represents Dallas County.

Industry Ranking Key: For each industry, please rank the importance of including goals and objectives for this industry in this CEDS document, according to the following scale:

- 1 = Strongly disagree to this being in this first CEDS document
- 2 = Disagree to this being in this first CEDS document
- 3 = Neutral
- 4 = Agree to this being in this first CEDS document
- 5 = Strongly agree to this being in this first CEDS document

	1	2	3	4	5
Economy - Manufacturing	0.00%	0.00%	0.00%	7.69%	92.31%
Economy - Retail	0.00%	7.69%	23.08%	15.38%	53.85%
Economy - Agriculture, Forestry, and Natural Resources	0.00%	8.33%	33.33%	41.67%	16.67%
Economy - Construction/Real Estate	0.00%	0.00%	0.00%	15.38%	84.62%
Economy - Banking	0.00%	0.00%	7.69%	53.85%	38.46%
Economy - Defense	0.00%	0.00%	30.77%	30.77%	38.46%

Economy - Energy Efficiency Options (Alternative Fuels, Renewable Fuels)	0.00%	0.00%	15.38%	53.85%	30.77%
Economy - Energy (Oil and Gas)	0.00%	0.00%	7.69%	46.15%	46.15%
Economy - Sports	0.00%	7.69%	30.77%	38.46%	23.08%
Economy - Tourism	0.00%	0.00%	15.38%	30.77%	53.85%
Economy - Technology	0.00%	0.00%	0.00%	7.69%	92.31%
Economy - Intergovernmental Coordination	0.00%	0.00%	15.38%	38.46%	46.15%
Economy - Other	0.00%	0.00%	90.91%	9.09%	0.00%
Quality of Life - Community Amenities	0.00%	0.00%	7.69%	53.85%	38.46%
Quality of Life - Scenic and Recreation	0.00%	7.69%	7.69%	46.15%	38.46%
Quality of Life - Open Space/Conservation and Habitat	7.69%	0.00%	7.69%	46.15%	38.46%
Quality of Life – Comprehensive Land Use and Development Options	0.00%	0.00%	15.38%	7.69%	76.92%
Quality of Life - Air Quality	0.00%	0.00%	7.69%	38.46%	53.85%
Quality of Life - Water Quality/Quantity	0.00%	0.00%	7.69%	23.08%	69.23%
Quality of Life - Youth Services	0.00%	15.38%	15.38%	30.77%	38.46%
Quality of Life - Senior Services	0.00%	15.38%	23.08%	38.46%	23.08%
Quality of Life - Arts, Entertainment and Culture	0.00%	0.00%	15.38%	53.85%	30.77%
Quality of Life - Other	0.00%	8.33%	58.33%	16.67%	8.33%
Community Services and Infrastructure - Public Transportation	0.00%	0.00%	0.00%	23.08%	76.92%
Community Services and Infrastructure Local Government	0.00%	0.00%	7.69%	23.08%	69.23%
Community Services and Infrastructure Intermodal Freight Facilities	0.00%	0.00%	7.69%	38.46%	53.85%
Community Services and Infrastructure - Commodity Pipelines	0.00%	0.00%	15.38%	61.54%	23.08%
Community Services and Infrastructure - Pedestrian Design	0.00%	7.69%	7.69%	30.77%	53.85%
Community Services and Infrastructure - Police and Fire	0.00%	0.00%	23.08%	23.08%	53.85%
Community Services and Infrastructure - Water, Sewers and Utility	0.00%	0.00%	7.69%	7.69%	84.62%
Community Services and Infrastructure - Roads, Toll Roads, Railroads, Streets and Parking	0.00%	0.00%	0.00%	23.08%	76.92%
Community Services and Infrastructure Watershed Management	0.00%	0.00%	15.38%	38.46%	46.15%

Community Services and Infrastructure - Solid Waste Management	0.00%	0.00%	16.67%	41.67%	41.67%
Community Services and Infrastructure - Water Conservation and Resource Efficiency	0.00%	0.00%	0.00%	53.85%	46.15%
Community Services and Infrastructure Phone, Internet, and Broadband	0.00%	0.00%	0.00%	0.00%	100.00%
Community Services and Infrastructure Aviation Facilities	0.00%	0.00%	7.69%	23.08%	69.23%
Community Services and Infrastructure - Interstate Highways	0.00%	0.00%	7.69%	7.69%	84.62%
Community Services and Infrastructure - Housing Stock/Diversity	0.00%	0.00%	0.00%	38.46%	61.54%
Community Services and Infrastructure - Land and Buildings for Development	0.00%	0.00%	15.38%	15.38%	69.23%
Community Services and Infrastructure - Other	0.00%	8.33%	75.00%	8.33%	16.67%
Health Care/Social Service - Hospitals	0.00%	0.00%	0.00%	7.69%	92.31%
Health Care/Social Services - Local Clinics	0.00%	7.69%	15.38%	23.08%	53.85%
Health Care/Social Services- Telemedicine	0.00%	0.00%	23.08%	30.77%	46.15%
Health Care/Social Services - Home-Delivered Meals, Food Congregate Meals, Community Centers	0.00%	7.69%	38.46%	23.08%	30.77%
Health Care/Social Services- Senior Health	0.00%	0.00%	23.08%	30.77%	46.15%
Health Care/Social Services- Children's Health	0.00%	0.00%	15.38%	30.77%	53.85%
Health Care/Social Services - Mental Health	0.00%	0.00%	15.38%	30.77%	53.85%
Health Care/Social Services - Other	0.00%	0.00%	75.00%	8.33%	16.67%
Education - Public Education	0.00%	0.00%	7.69%	7.69%	84.62%
Education - Private Education	0.00%	0.00%	30.77%	46.15%	23.08%
Education - Vocational	0.00%	0.00%	7.69%	7.69%	84.62%
Education - Universities/Colleges/Community Colleges	0.00%	0.00%	0.00%	0.00%	100.00%
Education - Related Businesses and Spin-offs	0.00%	7.69%	23.08%	23.08%	46.15%
Education - Technology, Transfer, Business Incubators, and Accelerators	0.00%	0.00%	0.00%	30.77%	69.23%
Education Other	0.00%	0.00%	66.67%	25.00%	8.33%

Cluster 7 represents **Denton County**.

Industry Ranking Key: For each industry, please rank the importance of including goals and objectives for this industry in this CEDS document, according to the following scale:

1 = Strongly disagree to this being in this first CEDS document

2 = Disagree to this being in this first CEDS document

3 = Neutral

4 = Agree to this being in this first CEDS document

5 = Strongly agree to this being in this first CEDS document

	1	2	3	4	5
Economy - Manufacturing	0.00%	0.00%	0.00%	28.57%	71.43%
Economy - Retail	0.00%	0.00%	28.57%	14.29%	57.14%
Economy - Agriculture, Forestry, and Natural Resources	0.00%	14.29%	28.57%	42.86%	14.29%
Economy - Construction/Real Estate	0.00%	0.00%	0.00%	42.86%	57.14%
Economy - Banking	0.00%	0.00%	28.57%	42.86%	28.57%
Economy - Defense	0.00%	14.29%	28.57%	42.86%	14.29%
Economy - Energy Efficiency Options (Alternative Fuels, Renewable Fuels)	0.00%	0.00%	14.29%	57.14%	28.57%
Economy - Energy (Oil and Gas)	0.00%	14.29%	14.29%	42.86%	28.57%
Economy - Sports	0.00%	0.00%	42.86%	42.86%	14.29%
Economy - Tourism	0.00%	14.29%	14.29%	42.86%	28.57%
Economy - Technology	0.00%	0.00%	0.00%	42.86%	57.14%
Economy - Intergovernmental Coordination	0.00%	0.00%	14.29%	28.57%	57.14%
Economy - Other	0.00%	0.00%	33.33%	33.33%	33.33%
Quality of Life - Community Amenities	0.00%	0.00%	0.00%	16.67%	83.33%
Quality of Life - Scenic and Recreation	0.00%	0.00%	14.29%	14.29%	71.43%
Quality of Life - Open Space/Conservation and Habitat	0.00%	0.00%	14.29%	14.29%	71.43%
Quality of Life – Comprehensive Land Use and Development Options	0.00%	0.00%	0.00%	28.57%	57.14%
Quality of Life - Air Quality	0.00%	0.00%	0.00%	57.14%	42.86%
Quality of Life - Water Quality/Quantity	0.00%	0.00%	0.00%	42.86%	57.14%
Quality of Life - Youth Services	0.00%	0.00%	57.14%	14.29%	28.57%
Quality of Life - Senior Services	0.00%	0.00%	42.86%	28.57%	28.57%
Quality of Life - Arts, Entertainment and Culture	0.00%	0.00%	14.29%	42.86%	42.86%

Quality of Life - Other	0.00%	0.00%	66.67%	33.33%	0.00%
Community Services and Infrastructure - Public Transportation	0.00%	14.29%	0.00%	14.29%	71.43%
Community Services and Infrastructure Local Government	0.00%	14.29%	0.00%	14.29%	71.43%
Community Services and Infrastructure Intermodal Freight Facilities	0.00%	0.00%	14.29%	42.86%	42.86%
Community Services and Infrastructure - Commodity Pipelines	0.00%	0.00%	0.00%	85.71%	14.29%
Community Services and Infrastructure - Pedestrian Design	0.00%	0.00%	0.00%	57.14%	28.57%
Community Services and Infrastructure - Police and Fire	0.00%	0.00%	0.00%	28.57%	71.43%
Community Services and Infrastructure - Water, Sewers and Utility	0.00%	0.00%	0.00%	28.57%	71.43%
Community Services and Infrastructure - Roads, Toll Roads, Railroads, Streets and Parking	0.00%	0.00%	0.00%	28.57%	71.43%
Community Services and Infrastructure Watershed Management	0.00%	0.00%	0.00%	28.57%	71.43%
Community Services and Infrastructure - Solid Waste Management	0.00%	0.00%	14.29%	42.86%	42.86%
Community Services and Infrastructure - Water Conservation and Resource Efficiency	0.00%	0.00%	14.29%	28.57%	57.14%
Community Services and Infrastructure Phone, Internet, and Broadband	0.00%	0.00%	0.00%	28.57%	71.43%
Community Services and Infrastructure Aviation Facilities	0.00%	14.29%	14.29%	14.29%	57.14%
Community Services and Infrastructure - Interstate Highways	0.00%	0.00%	0.00%	42.86%	57.14%
Community Services and Infrastructure - Housing Stock/Diversity	0.00%	14.29%	14.29%	14.29%	57.14%
Community Services and Infrastructure - Land and Buildings for Development	0.00%	14.29%	14.29%	28.57%	42.86%
Community Services and Infrastructure - Other	0.00%	0.00%	50.00%	16.67%	33.33%
Health Care/Social Service - Hospitals	0.00%	14.29%	0.00%	28.57%	57.14%
Health Care/Social Services - Local Clinics	0.00%	14.29%	0.00%	57.14%	28.57%
Health Care/Social Services- Telemedicine	0.00%	28.57%	14.29%	28.57%	28.57%
Health Care/Social Services - Home-Delivered Meals, Food Congregate Meals, Community Centers	0.00%	0.00%	14.29%	42.86%	14.29%
Health Care/Social Services- Senior Health	0.00%	14.29%	42.86%	14.29%	28.57%
Health Care/Social Services- Children's Health	0.00%	14.29%	42.86%	14.29%	28.57%

Health Care/Social Services - Mental Health	0.00%	14.29%	28.57%	14.29%	42.86%
Health Care/Social Services - Other	0.00%	16.67%	66.67%	16.67%	0.00%
Education - Public Education	0.00%	14.29%	0.00%	14.29%	71.43%
Education - Private Education	0.00%	14.29%	0.00%	57.14%	28.57%
Education - Vocational	0.00%	14.29%	0.00%	14.29%	71.43%
Education - Universities/Colleges/Community Colleges	0.00%	0.00%	14.29%	28.57%	57.14%
Education - Related Businesses and Spin-offs	0.00%	0.00%	0.00%	57.14%	42.86%
Education - Technology, Transfer, Business Incubators, and Accelerators	0.00%	14.29%	0.00%	0.00%	85.71%
Education Other	0.00%	16.67%	66.67%	0.00%	16.67%

Cluster 8 represents Tarrant County.

Industry Ranking Key: For each industry, please rank the importance of including goals and objectives for this industry in this CEDS document, according to the following scale:

- 1 = Strongly disagree to this being in this first CEDS document
- 2 = Disagree to this being in this first CEDS document
- 3 = Neutral
- 4 = Agree to this being in this first CEDS document
- 5 = Strongly agree to this being in this first CEDS document

	1	2	3	4	5
Economy - Manufacturing	0.00%	0.00%	0.00%	40.00%	60.00%
Economy - Retail	0.00%	0.00%	20.00%	20.00%	60.00%
Economy - Agriculture, Forestry, and Natural Resources	0.00%	20.00%	40.00%	20.00%	20.00%
Economy - Construction/Real Estate	0.00%	0.00%	0.00%	40.00%	60.00%
Economy - Banking	0.00%	0.00%	20.00%	60.00%	20.00%
Economy - Defense	0.00%	0.00%	20.00%	0.00%	80.00%
Economy - Energy Efficiency Options (Alternative Fuels, Renewable Fuels)	0.00%	0.00%	0.00%	60.00%	40.00%
Economy - Energy (Oil and Gas)	0.00%	0.00%	0.00%	80.00%	20.00%
Economy - Sports	0.00%	0.00%	0.00%	40.00%	60.00%
Economy - Tourism	0.00%	0.00%	0.00%	40.00%	60.00%
Economy - Technology	0.00%	0.00%	0.00%	0.00%	100.00%
Economy - Intergovernmental Coordination	0.00%	0.00%	0.00%	60.00%	40.00%
Economy - Other	0.00%	0.00%	20.00%	40.00%	40.00%
Quality of Life - Community Amenities	0.00%	0.00%	0.00%	60.00%	40.00%
Quality of Life - Scenic and Recreation	0.00%	0.00%	0.00%	60.00%	40.00%

Quality of Life - Open Space/Conservation and Habitat	0.00%	0.00%	0.00%	60.00%	40.00%
Quality of Life – Comprehensive Land Use and Development Options	0.00%	0.00%	0.00%	60.00%	40.00%
Quality of Life - Air Quality	0.00%	0.00%	20.00%	40.00%	40.00%
Quality of Life - Water Quality/Quantity	0.00%	0.00%	0.00%	40.00%	60.00%
Quality of Life - Youth Services	0.00%	0.00%	20.00%	60.00%	20.00%
Quality of Life - Senior Services	0.00%	0.00%	20.00%	60.00%	20.00%
Quality of Life - Arts, Entertainment and Culture	0.00%	0.00%	0.00%	40.00%	60.00%
Quality of Life - Other	0.00%	0.00%	20.00%	60.00%	20.00%
Community Services and Infrastructure - Public Transportation	0.00%	0.00%	0.00%	60.00%	40.00%
Community Services and Infrastructure Local Government	0.00%	0.00%	0.00%	80.00%	20.00%
Community Services and Infrastructure Intermodal Freight Facilities	0.00%	0.00%	0.00%	40.00%	60.00%
Community Services and Infrastructure - Commodity Pipelines	0.00%	0.00%	20.00%	40.00%	40.00%
Community Services and Infrastructure - Pedestrian Design	0.00%	0.00%	20.00%	60.00%	20.00%
Community Services and Infrastructure - Police and Fire	0.00%	0.00%	20.00%	60.00%	20.00%
Community Services and Infrastructure - Water, Sewers and Utility	0.00%	0.00%	20.00%	40.00%	40.00%
Community Services and Infrastructure - Roads, Toll Roads, Railroads, Streets and Parking	0.00%	0.00%	0.00%	40.00%	60.00%
Community Services and Infrastructure Watershed Management	0.00%	0.00%	0.00%	40.00%	60.00%
Community Services and Infrastructure - Solid Waste Management	0.00%	0.00%	20.00%	60.00%	20.00%
Community Services and Infrastructure - Water Conservation and Resource Efficiency	0.00%	0.00%	60.00%	0.00%	40.00%
Community Services and Infrastructure Phone, Internet, and Broadband	0.00%	0.00%	20.00%	0.00%	80.00%
Community Services and Infrastructure Aviation Facilities	0.00%	0.00%	20.00%	20.00%	60.00%
Community Services and Infrastructure - Interstate Highways	0.00%	0.00%	20.00%	20.00%	60.00%
Community Services and Infrastructure - Housing Stock/Diversity	0.00%	0.00%	0.00%	60.00%	40.00%

Community Services and Infrastructure - Land and Buildings for Development	0.00%	0.00%	0.00%	40.00%	60.00%
Community Services and Infrastructure - Other	0.00%	0.00%	40.00%	40.00%	20.00%
Health Care/Social Service - Hospitals	0.00%	0.00%	0.00%	60.00%	40.00%
Health Care/Social Services - Local Clinics	0.00%	0.00%	40.00%	40.00%	20.00%
Health Care/Social Services- Telemedicine	0.00%	0.00%	40.00%	40.00%	20.00%
Health Care/Social Services - Home-Delivered Meals, Food Congregate Meals, Community Centers	0.00%	0.00%	20.00%	60.00%	20.00%
Health Care/Social Services- Senior Health	0.00%	0.00%	0.00%	80.00%	20.00%
Health Care/Social Services- Children's Health	0.00%	0.00%	0.00%	60.00%	40.00%
Health Care/Social Services - Mental Health	0.00%	0.00%	40.00%	40.00%	20.00%
Health Care/Social Services - Other	0.00%	0.00%	40.00%	40.00%	20.00%
Education - Public Education	0.00%	0.00%	0.00%	20.00%	80.00%
Education - Private Education	0.00%	0.00%	20.00%	60.00%	20.00%
Education - Vocational	0.00%	0.00%	0.00%	0.00%	100.00%
Education - Universities/Colleges/Community Colleges	0.00%	0.00%	0.00%	0.00%	100.00%
Education - Related Businesses and Spin-offs	0.00%	0.00%	0.00%	40.00%	60.00%
Education - Technology, Transfer, Business Incubators, and Accelerators	0.00%	0.00%	0.00%	0.00%	100.00%
Education Other	0.00%	0.00%	20.00%	40.00%	40.00%

The **Education Cluster** represents the education industry across the 16-county NCTCOG Region.

Industry Ranking Key: For each industry, please rank the importance of including goals and objectives for this industry in this CEDS document, according to the following scale:

- 1 = Strongly disagree to this being in this first CEDS document
- 2 = Disagree to this being in this first CEDS document
- 3 = Neutral
- 4 = Agree to this being in this first CEDS document
- 5 = Strongly agree to this being in this first CEDS document

	1	2	3	4	5
Economy - Manufacturing	0.00%	0.00%	0.00%	16.67%	83.33%
Economy - Retail	0.00%	0.00%	50.00%	33.33%	16.67%
Economy - Agriculture, Forestry, and Natural Resources	0.00%	20.00%	40.00%	20.00%	20.00%
Economy - Construction/Real Estate	0.00%	0.00%	0.00%	0.00%	100.00%
Economy - Banking	0.00%	0.00%	0.00%	50.00%	50.00%
Economy - Defense	0.00%	0.00%	16.67%	33.33%	66.67%

Economy - Energy Efficiency Options (Alternative Fuels, Renewable Fuels)	0.00%	0.00%	0.00%	33.33%	66.67%
Economy - Energy (Oil and Gas)	0.00%	16.67%	16.67%	50.00%	16.67%
Economy - Sports	0.00%	0.00%	33.33%	16.67%	50.00%
Economy - Tourism	0.00%	0.00%	33.33%	33.33%	33.33%
Economy - Technology	0.00%	0.00%	0.00%	0.00%	100.00%
Economy – Intergovernmental Coordination	0.00%	0.00%	16.67%	33.33%	50.00%
Economy - Other	0.00%	0.00%	83.33%	16.67%	0.00%
Quality of Life - Community Amenities	0.00%	0.00%	0.00%	33.33%	66.67%
Quality of Life - Scenic and Recreation	0.00%	0.00%	0.00%	33.33%	66.67%
Quality of Life - Open Space/Conservation and Habitat	0.00%	0.00%	0.00%	33.33%	66.67%
Quality of Life – Comprehensive Land Use and Development Options	0.00%	0.00%	0.00%	16.67%	83.33%
Quality of Life - Air Quality	0.00%	0.00%	0.00%	16.67%	83.33%
Quality of Life - Water Quality/Quantity	0.00%	0.00%	0.00%	16.67%	83.33%
Quality of Life - Youth Services	0.00%	0.00%	16.67%	16.67%	66.67%
Quality of Life - Senior Services	0.00%	0.00%	33.33%	50.00%	16.67%
Quality of Life - Arts, Entertainment and Culture	0.00%	0.00%	16.67%	0.00%	83.33%
Quality of Life - Other	0.00%	0.00%	80.00%	20.00%	0.00%
Community Services and Infrastructure - Public Transportation	0.00%	0.00%	0.00%	0.00%	100.00%
Community Services and Infrastructure Local Government	0.00%	16.67%	0.00%	16.67%	66.67%
Community Services and Infrastructure Intermodal Freight Facilities	0.00%	0.00%	16.67%	33.33%	50.00%
Community Services and Infrastructure - Commodity Pipelines	0.00%	0.00%	33.33%	33.33%	33.33%
Community Services and Infrastructure - Pedestrian Design	0.00%	0.00%	0.00%	16.67%	83.33%
Community Services and Infrastructure - Police and Fire	0.00%	0.00%	0.00%	16.67%	83.33%
Community Services and Infrastructure - Water, Sewers and Utility	0.00%	0.00%	0.00%	16.67%	83.33%
Community Services and Infrastructure - Roads, Toll Roads, Railroads, Streets and Parking	0.00%	0.00%	0.00%	33.33%	66.67%
Community Services and Infrastructure Watershed Management	0.00%	0.00%	33.33%	33.33%	33.33%
Community Services and Infrastructure - Solid Waste Management	0.00%	0.00%	33.33%	33.33%	33.33%

Community Services and Infrastructure - Water Conservation and Resource Efficiency	0.00%	0.00%	0.00%	50.00%	50.00%
Community Services and Infrastructure Phone, Internet, and Broadband	0.00%	0.00%	0.00%	0.00%	100.00%
Community Services and Infrastructure Aviation Facilities	0.00%	0.00%	0.00%	50.00%	50.00%
Community Services and Infrastructure - Interstate Highways	0.00%	16.67%	16.67%	16.67%	50.00%
Community Services and Infrastructure - Housing Stock/Diversity	0.00%	0.00%	0.00%	16.67%	83.33%
Community Services and Infrastructure - Land and Buildings for Development	0.00%	16.67%	0.00%	33.33%	50.00%
Community Services and Infrastructure - Other	0.00%	0.00%	83.33%	16.67%	0.00%
Health Care/Social Service - Hospitals	0.00%	0.00%	0.00%	16.67%	83.33%
Health Care/Social Services - Local Clinics	0.00%	0.00%	16.67%	16.67%	66.67%
Health Care/Social Services- Telemedicine	0.00%	0.00%	33.33%	16.67%	50.00%
Health Care/Social Services - Home-Delivered Meals, Food Congregate Meals, Community Centers	0.00%	0.00%	33.33%	66.67%	0.00%
Health Care/Social Services- Senior Health	0.00%	0.00%	0.00%	50.00%	50.00%
Health Care/Social Services- Children's Health	0.00%	0.00%	0.00%	16.67%	83.33%
Health Care/Social Services - Mental Health	0.00%	0.00%	0.00%	16.67%	83.33%
Health Care/Social Services - Other	0.00%	0.00%	83.33%	16.67%	0.00%
Education - Public Education	0.00%	0.00%	0.00%	0.00%	100.00%
Education - Private Education	16.67%	16.67%	33.33%	16.67%	16.67%
Education - Vocational	0.00%	0.00%	0.00%	16.67%	83.33%
Education - Universities/Colleges/Community Colleges	0.00%	0.00%	16.67%	0.00%	83.33%
Education - Related Businesses and Spin-offs	0.00%	0.00%	33.33%	33.33%	33.33%
Education - Technology, Transfer, Business Incubators, and Accelerators	0.00%	0.00%	0.00%	33.33%	66.67%
Education Other	0.00%	0.00%	83.33%	16.67%	0.00%

The **Workforce Cluster** represents the regional workforce offices across the 16-county NCTCOG Region.

Industry Ranking Key: For each industry, please rank the importance of including goals and objectives for this industry in this CEDS document, according to the following scale:

1 = Strongly disagree to this being in this first CEDS document

2 = Disagree to this being in this first CEDS document

3 = Neutral

4 = Agree to this being in this first CEDS document

5 = Strongly agree to this being in this first CEDS document

	1	2	3	4	5
Economy - Manufacturing	0.00%	0.00%	0.00%	0.00%	100.00%
Economy - Retail	0.00%	0.00%	0.00%	0.00%	100.00%
Economy - Agriculture, Forestry, and Natural Resources	0.00%	50.00%	0.00%	50.00%	0.00%
Economy - Construction/Real Estate	0.00%	0.00%	0.00%	0.00%	100.00%
Economy - Banking	0.00%	0.00%	0.00%	0.00%	100.00%
Economy - Defense	0.00%	0.00%	0.00%	0.00%	100.00%
Economy - Energy Efficiency Options (Alternative Fuels, Renewable Fuels)	0.00%	0.00%	50.00%	50.00%	0.00%
Economy - Energy (Oil and Gas)	0.00%	0.00%	0.00%	50.00%	50.00%
Economy - Sports	0.00%	0.00%	50.00%	50.00%	0.00%
Economy - Tourism	0.00%	0.00%	0.00%	50.00%	50.00%
Economy - Technology	0.00%	0.00%	0.00%	0.00%	100.00%
Economy – Intergovernmental Coordination	0.00%	0.00%	50.00%	50.00%	0.00%
Economy - Other	0.00%	0.00%	100.00%	0.00%	0.00%
Quality of Life - Community Amenities	0.00%	0.00%	0.00%	50.00%	50.00%
Quality of Life - Scenic and Recreation	0.00%	0.00%	0.00%	50.00%	50.00%
Quality of Life - Open Space/Conservation and Habitat	0.00%	0.00%	0.00%	50.00%	50.00%
Quality of Life – Comprehensive Land Use and Development Options	0.00%	0.00%	0.00%	50.00%	50.00%
Quality of Life - Air Quality	0.00%	0.00%	0.00%	100.00%	0.00%
Quality of Life - Water Quality/Quantity	0.00%	0.00%	0.00%	100.00%	0.00%
Quality of Life - Youth Services	0.00%	0.00%	0.00%	50.00%	50.00%
Quality of Life - Senior Services	0.00%	0.00%	0.00%	100.00%	0.00%
Quality of Life - Arts, Entertainment and Culture	0.00%	0.00%	0.00%	100.00%	0.00%
Quality of Life - Other	0.00%	0.00%	50.00%	50.00%	0.00%

Community Services and Infrastructure - Public Transportation	0.00%	0.00%	0.00%	0.00%	100.00%
Community Services and Infrastructure Local Government	0.00%	0.00%	0.00%	50.00%	50.00%
Community Services and Infrastructure Intermodal Freight Facilities	0.00%	0.00%	0.00%	0.00%	100.00%
Community Services and Infrastructure - Commodity Pipelines	0.00%	0.00%	0.00%	100.00%	0.00%
Community Services and Infrastructure - Pedestrian Design	0.00%	0.00%	0.00%	0.00%	100.00%
Community Services and Infrastructure - Police and Fire	0.00%	0.00%	0.00%	0.00%	100.00%
Community Services and Infrastructure - Water, Sewers and Utility	0.00%	0.00%	0.00%	50.00%	50.00%
Community Services and Infrastructure - Roads, Toll Roads, Railroads, Streets and Parking	0.00%	0.00%	0.00%	0.00%	100.00%
Community Services and Infrastructure Watershed Management	0.00%	0.00%	0.00%	50.00%	50.00%
Community Services and Infrastructure - Solid Waste Management	0.00%	0.00%	0.00%	50.00%	50.00%
Community Services and Infrastructure - Water Conservation and Resource Efficiency	0.00%	0.00%	50.00%	0.00%	50.00%
Community Services and Infrastructure Phone, Internet, and Broadband	0.00%	0.00%	0.00%	0.00%	100.00%
Community Services and Infrastructure Aviation Facilities	0.00%	0.00%	0.00%	0.00%	100.00%
Community Services and Infrastructure - Interstate Highways	0.00%	0.00%	0.00%	0.00%	100.00%
Community Services and Infrastructure - Housing Stock/Diversity	0.00%	0.00%	0.00%	50.00%	50.00%
Community Services and Infrastructure - Land and Buildings for Development	0.00%	0.00%	0.00%	0.00%	100.00%
Community Services and Infrastructure - Other	0.00%	0.00%	50.00%	0.00%	50.00%
Health Care/Social Service - Hospitals	0.00%	0.00%	0.00%	0.00%	100.00%
Health Care/Social Services - Local Clinics	0.00%	0.00%	0.00%	0.00%	100.00%
Health Care/Social Services- Telemedicine	0.00%	0.00%	0.00%	0.00%	100.00%
Health Care/Social Services - Home-Delivered Meals, Food Congregate Meals, Community Centers	0.00%	0.00%	0.00%	50.00%	50.00%
Health Care/Social Services- Senior Health	0.00%	0.00%	0.00%	50.00%	50.00%
Health Care/Social Services- Children's Health	0.00%	0.00%	0.00%	0.00%	100.00%

Health Care/Social Services - Mental Health	0.00%	0.00%	0.00%	50.00%	50.00%
Health Care/Social Services - Other	0.00%	0.00%	50.00%	0.00%	50.00%
Education - Public Education	0.00%	0.00%	0.00%	0.00%	100.00%
Education - Private Education	0.00%	0.00%	0.00%	0.00%	100.00%
Education - Vocational	0.00%	0.00%	0.00%	0.00%	100.00%
Education - Universities/Colleges/Community Colleges	0.00%	0.00%	0.00%	0.00%	100.00%
Education - Related Businesses and Spin-offs	0.00%	0.00%	0.00%	50.00%	50.00%
Education - Technology, Transfer, Business Incubators, and Accelerators	0.00%	0.00%	0.00%	50.00%	50.00%
Education Other	0.00%	50.00%	0.00%	50.00%	0.00%

([Return to TOC](#))

APPENDIX E

ECONOMIC RESILIENCE

The North Central Texas Council of Governments (NCTCOG) coordinates several important programs related to economic resilience through the [Emergency Preparedness Department](#) and the [Economic Development](#) division.

- Continuity of Operations (COOP)
 - Emergency Management
 - Emergency Preparedness
 - Hazard Mitigation Plan
 - Long-term Recovery Workshops
 - Mobile Workforce Unit
 - National Incident Management System (NIMS)
 - Urban Shield Exercises
 - Workforce Development Role in Economic Resilience
- ***Economic Development and Recovery Resources*** – Due to the impacts of the Coronavirus 2019 Pandemic, the NCTCOG’s Economic Development division created an online [Resource](#) webpage listing web links to economic recovery resources and other helpful information. The division also established a regional distribution list consisting of over 300 regional economic development stakeholders. The distribution list provides an avenue for sharing information related to economic development, recovery, and resiliency.
 - ***Continuity of Operations (COOP)*** — COOP is an initiative to ensure that agencies can continue the performance of essential functions under a broad range of circumstances and emergencies, including localized acts of nature, accidents, and technological or attack-related emergencies. To achieve this goal, the objective of organizations is to identify their essential functions and ensure that they can be continued throughout, or resumed rapidly after, a disruption of normal activities. A COOP plan establishes consistent performance metrics, prioritizes implementation plans, promulgates best practices, and facilitates consistent cross-agency continuity evaluations. All of the NCTCOG counties have COOP plans in place, as they are required for them to receive federal and state grant funds.
 - ***Emergency Management*** — The North Central Texas Regional Emergency Managers Group (REM) was established to provide an opportunity for Emergency Management professionals in North Central Texas to network regularly to discuss current issues and hear topical discussions or presentations, as well as to provide an organized format for correspondence with State or Federal contacts on issues important to the REM Group.
 - ***Emergency Preparedness*** — Over the past several decades, the region has made progress in the area of economic resilience. The region has established a process by which it responds to, or mitigates, natural disasters and other disruptions. The NCTCOG Emergency Preparedness Planning Council serves in an

advisory role to the NCTCOG Executive Board and is responsible for providing policy direction and oversight functions to the development and maintenance of a coordinated and integrated regional approach to emergency management planning and response systems. The Council can also make recommendations as to how the region can most efficiently and effectively utilize state and/or federal financial assistance made available for emergency and disaster planning, mitigation, and recovery. Established in November 2004, the Regional Emergency Preparedness Advisory Committee is a technical committee of the Emergency Preparedness Planning Council (EPPC), which was established and authorized by the North Central Texas Council of Governments' Executive Board. The scope of the REPAC is to assist the Council in carrying out its duties and responsibilities and to formulate strategies and recommendations to affect an approach to accomplish coordinated and integrated emergency preparedness planning. The initial focus was on reviewing and approving regional homeland security projects. Subsequent activities will include strategic planning, project implementation, evaluation of ongoing regional projects, and other current and future issues facing our region.

REPAC membership consists of 16 county representatives, three urban area representatives, fourteen subject matter expert representatives, and leadership. The subject matter expert representatives come from a wide range of disciplines, including police, fire, emergency management, public works, communications, medical/public health, and education.

- ***Texas Workforce Commission Programs***

Shared Work Program. The Shared Work program provides Texas employers with an alternative to layoffs. This voluntary program was developed to help employers and employees withstand a slowdown in business. The program allows employers to:

- Supplement their employees' wages lost because of reduced work hours with partial unemployment benefits
- Reduce normal weekly work hours for employees in an affected unit by at least 10 percent but not more than 40 percent

Shared work unemployment benefits are payable to employees who qualify for and participate in an approved Shared Work Plan. Employees who qualify will receive both wages and Shared Work unemployment benefits.

Rapid Response. When businesses close plants or lay off workers, Texas Workforce Solutions can provide immediate on-site services to assist workers facing job losses. Rapid Response provides early intervention assistance designed to transition workers to their next employment as soon as possible. Rapid Response services are tailored to each company, based on the needs of the affected employees.

Mass Claims Program. The Mass Claims program streamlines the unemployment benefit claims process for employers faced with layoffs, whether permanent or temporary, of ten or more employees at one time. Employers can submit basic worker information on behalf of their employees to initiate claims for unemployment benefits.

Through this program, employers can:

- submit the layoff information before the layoff, which ensures a smooth transition for both employer and worker
- establish claims more efficiently than workers who submit their unemployment benefits claims
- submit the worker's final week of earnings, helping to ensure proper payment
- submit information on severance pay or wages in lieu of notice of layoff, reducing subsequent contact by TWC

Additionally, through this program, employers are not inundated with written notice of application for each individual who applies for unemployment benefits, and they automatically become a party of interest to each claim filed.

Trade Adjustment Assistance Program. This program assists workers who have lost or may lose their jobs as a result of foreign trade. The program provides adversely affected workers with opportunities to obtain the skills, credentials, resources, and support necessary to become reemployed.

Job Seekers/Disasters Unemployment Assistance. This program provides unemployment benefits for individuals who lost their jobs or self-employment or who are no longer working as a direct result of a major disaster for which a disaster assistance period is declared, and who applied but are not eligible for regular unemployment benefits.

([Return to TOC](#))

APPENDIX F

OPPORTUNITY ZONES

Created under the 2017 Tax Cuts and Jobs Act, Opportunity Zones are comprised of designated low-income census tracts. The purpose of creating these Opportunity Zones under this act is to encourage groups or individuals to invest in historically disinvested communities by offering a tax incentive through investment in an Opportunity Fund. Each state or locality may also offer additional incentives to ensure attraction to the Opportunity Zones.

For the NCTCOG region, there are a total of 63 Opportunity Zones which includes 34 in rural areas and 29 in urban areas. The national average for rural zones is 23%, making the NCTCOG region well above that average at 54%.

OPPORTUNITY ZONE TRACT LISTING BY COUNTY FOR NCTCOG REGION						
County	Tract Numbers					
Collin	48085032013					
Dallas	48113002000	48113004100	48113005400	48113005700	48113008704	48113009301
	48113010101	48113012207	48113012302	48113012701	48113015304	48113015900
	48113016621	48113018111	48113018505	48113020300	48113020400	48113020500
Denton	48121020602	48121021618	48121021739			
Ellis	48139060400	48139061000	48139061200	48139061300	48139061600	
Erath	48143950201	48143950202	48143950300			
Hood	None					
Hunt	48231960200	48231960500	48231960600	48231960700	48231960800	48231961300
	48231961503	48231961600				
Johnson	48251130212	48251130302				
Kaufman	48257050300	48257050400	48257050500	48257050704	48257051201	48257051300
Navarro	48349970100	48349970200	48349970500	48349970600	48349970700	48349970800
	48349970900					
Parker	None					
Palo Pinto	48363000500	48363000600	48363000800			
Rockwall	None					
Somervell	48425000200					
Tarrant	48439100201	48439100202	48439100300	48439103800	48439106201	48439122900
	48439123500					
Wise	48497150200					

[U. S. Census - Tract Number Finder](#)

APPENDIX G

ECONOMIC DEVELOPMENT ADMINISTRATION – INVESTMENT PRIORTIES

The Economic Development Administration promotes seven [Investment Priorities](#) that create a framework for building and improving on local economic assets. These priorities support efforts to improve and grow local and regional economies and support economic resilience across the region.

1. **Equity:** Economic development planning or implementation projects that advance equity across America through investments that directly benefit 1) one or more traditionally underserved populations (PDF), including but not limited to women, Black, Latino, and Indigenous and Native American persons, Asian Americans, and Pacific Islanders or 2) underserved communities within geographies that have been systemically and/or systematically denied a full opportunity to participate in aspects of economic prosperity such as Tribal Lands, Persistent Poverty Counties (XLSX), and rural areas with demonstrated, historical underservice.
2. **Recovery & Resilience:** Economic development planning or implementation projects that build economic resilience to and long-term recovery from economic shocks, like those experienced by coal and power plant communities, or other communities impacted by the decline of an important industry or a natural disaster, which may benefit from economic diversification-focused resilience.
3. **Workforce Development:** Economic development planning or implementation projects that support workforce education and skills training activities directly connected to the hiring and skills needs of the business community and that result in well-paying, quality jobs (PDF).
4. **Manufacturing:** Economic development planning or implementation projects that encourage job creation, business expansion, technology and capital upgrades, and productivity growth in manufacturing, including efforts that contribute to the competitiveness and growth of domestic suppliers or to the domestic production of innovative, high-value products and production technologies.
5. **Technology-Based Economic Development:** Economic development planning or implementation projects that foster regional knowledge ecosystems that support entrepreneurs and startups, including the commercialization of new technologies, which are creating technology-driven businesses and high-skilled, well-paying jobs of the future.
6. **Environmentally-Sustainable Development:** Economic development planning or implementation projects that help address the climate crisis including through the development and implementation of green products (PDF), green processes (PDF) (including green infrastructure), green places (PDF), and green buildings (PDF).
7. **Exports & FDI:** Economic development planning or implementation projects that enhance or build community assets to support growth in US exports or increased foreign direct investment.

APPENDIX H

NEW GROWTH INNOVATION NETWORK

The Economic Development Administration’s partnership with the [New Growth Innovation Network](#) (NGIN) promotes inclusive economic development strategies for Economic Development Districts.

NGIN is a national network of economic development practitioners innovating a new model of economic resiliency and growth which creates prosperity for individuals and communities which have been left out of economic opportunity. NGIN promotes five calls to action for an inclusive economic recovery and development.

1. Identify “Next Economy” Opportunities and Prioritize Inclusion from the Start
2. Incentivize Investment in Underrepresented Entrepreneurs
3. Develop Tomorrow’s Workforce with “COVID Education Dividend” & Work Experience
4. Get the Civics Right: Bold Local Leadership, New Tools, Innovative Practices
5. Harness Data to Facilitate Tough Conversations & Drive Accountability

APPENDIX I

CEDS COMMITTEE MEMBERS

More than 160 stakeholders, representing both the public and private sector throughout all 16 counties served on the Comprehensive Economic Development Strategy (CEDS) committee. The members of the ten CEDS Committees are listed below.

Jill Adams	Lewisville Independent School District
Kent Anderson	Workforce Solutions Greater Dallas
Burton K. Barr	Town of Sunnyvale Economic Development Corporation
Kent Bauer	City of Prosper
Sandy Benavidez	Education Service Center Region 11
Lancine Bentley	City of Lake Dallas
Leslie Birdow	inspirED
Leslyn Blake	Sachse Economic Development Corporation
Susan Bohn	Aledo Independent School District
Cory Borden	Cleburne Independent School District
John Boswell	Navarro County and City of Corsicana
Steve Bowden	City of Hurst
David Bristol	Employee Solutions, LP
Guy Brown	City of Hutchins
Shannon Bryant	Tarrant County College District
Brad Burnett	City of Weatherford
Orlando Campos	Town of Addison
Kassandra Carroll	City of Waxahachie
Thad Chambers	City of Haslet
Judge J. D. Clark	Wise County
Leah Clark	Bridgeport Economic Development
Allison Cook	City of Farmers Branch
Alex Cooley	Dallas College
Pam Corder	Kaufman County
Daniel Cortez	City of Southlake
Kaitlyn Cross	Tenet Health
Mary Meier Culver	City of Keller
Leslie D'Agostino	My Bank
Renato de los Santos	League of United Latin American Citizens National Educational Service Cntr, Dallas
Annette Duvall	Crowley Independent School District
Chris Dyser	City of Balch Springs
Grady Easdon	City of Cleburne
Candice Edmondson	City of Richland Hills
Kristyn Edney	Dallas County Promise
Jennette Espinosa	Little Elm Economic Development Cooperation

Robert Farley	City of Grapevine
Matt Feryan	City of Grapevine
Tammy Galloway	Workforce Solution Tarrant County
Andrea Gardner	Watauga Economic Development Corporation
Javier Garza	Tarleton State University
Garin Giacomarro	Grapevine Economic Development
Tiffany Gilmore	Garland Independent School District
Anne Glasscock	City of Kaufman Economic Development Corporation
Marlon Goff	City of Glenn Heights
Steven Gonzalez	Workforce Solutions for Tarrant County
Michael Grace	City of Duncanville Resident
Richard Grimsley	Dallas Independent School District
Joey Grisham	City of Anna Economic Development Corporation
Wendy Gruver	Lewisville Independent School District
Randall Gurney	Collin County Office of Emergency Management
Rosemary Haggett	University of North Texas
Lisa Harrison	Education Service Center Region 11
Bryan Haywood	City of Irving
Kyle Heath	Cleburne Independent School District
Mickey Hillock	Hillock Foods, Inc.
Jim Hinderaker	City of Benbrook
Kristina Holcomb	Denton County Transit Authority
Kevin Holzbog	Decatur Economic Development Corporation
Shea Hopkins	Granbury Chamber of Commerce
Charles Houk	Royse City Community Development Corporation
Steve Howie	Kaufman County Office of Emergency Management
Christine Hubbard	University of North Texas
Jason Hudson	Wylie Independent School District
Craig Hulse	City of North Richland Hills
Dr. Rupa Iyer	Tarleton State University
Brenda Jacks	Fort Worth Independent School District
Jeffrey J. James	City of White Settlement
Calvin Jamison	University of Texas at Dallas
Dr. Troy Johnson	University of Texas at Arlington
Jean Keller	University of North Texas
Warren Kettelman	City of Waxahachie
Dr. Bill King	Collin College
Dr. John Kuhn	Mineral Wells Independent School District
Suzy Lawrence	City of Fate
Barbara Lerner	Texas Women's University
Trudy Lewis	City of Hutchins
Stephanie Longoria	Workforce Solutions for Tarrant County
Taylor Lough	City of Anna Economic Development Corporation

Ben Magill	Dallas College
Sara Mahoney	Arlington Independent School District
Maribel Martinez	City of Fort Worth Emergency Management
Dr. Maria Martinez-Cosio	University of Texas at Arlington
Anna Mays	Dallas College
Elizabeth McClain	Dallas Regional Chamber
Cornelia McCowan	Grand Prairie Independent School District
Judy McDonald	Workforce Solutions for Tarrant County
Stewart McGregor	City of Grand Prairie
Jessica McKee	Weatherford College
Lisa McMillan	Tarrant County
Sara Medina	Dallas Regional Chamber
Jann Miles	Workforce Solutions for Tarrant County
Angela Miller	Angela Miller
David Miller	City of Springtown
Dr. Jeffrey Miller	Dallas College
Jenny Mizutowicz	University of Texas at Dallas
Mary Ann Moon	Prosper Economic Development Corporation
Gwendolyn Moore	University of North Texas
Jason Moore	City of Lewisville
Bobby Morris	Northwest Independent School District
Wes Morrison	City of Haslet
Marlon Mote	Tarrant County College District
Pamela Mundo	Mundo and Associates Consulting Firm
Richard Nevins	Mansfield Economic Development Corporation
Joe Newman	DeSoto Economic Development Corporation
Shane Pace	City of Cleburne
Joseph Pancrazio	University of Texas at Dallas
Renee Parker	Workforce Solutions for Tarrant County
Theresa Paschall	Burleson Independent School District
Susan Patterson	Arlington Independent School District
Bruce Payne	City of Arlington
Richard Perez	Workforce Solutions Greater Dallas
Alex Philips	Burleson Economic Development
Dr. James Quick	Southern Methodist University
Dave Quinn	Fairview and Princeton Economic Development Corporations
Elliott Reep	City of Carrollton
Nika Reinecke	Envision Planning Group LLC
Keith C. Rinehart	City of Saginaw
Tonya Roberts	City of Rice
Patsy Robles-Goodwin	Texas Wesleyan University
Dr. Usamah Rodgers	Dallas Independent School District
Jiroko Rosales	City of Dallas, Economic Development

Marissa Sanchez	City of Dallas - Aviation
Jeff Sandford	Stephenville Economic Development Authority
David Schleg	City of Dallas, Economic Development
Fred Schmidt	Tarrant County Community College District
Kevin Shatley	Dallas Regional Chamber
Shane Shepard	City of Lancaster
John Smith	Town of Hickory Creek
Joe Smolinski	City of Mansfield
Katherine Springer	Aledo Independent School District
Paul Stevens	City of Highland Village
Rona Stringfellow	City of Wilmer
Robert Sturns	City of Fort Worth
Erica Sullivan	City of Denton
L. G. Swift	Fort Worth Independent School District
Michael Talley	Denton County
Lynn Tam	University of Texas Southwestern
Luis Tamayo	Dallas County
Libbey Tucker	City of Rowlett
Donna Uptergrove	North Central Texas College
Gregory Van Nieuwenhuize	City of Haltom
Richard Vela	Tarrant County College District
Phil Wagner	Rockwall Economic Development Corporation
Stefanie Wagoner	Frisco Economic Development Corporation
Rosalyn Walker	Tarrant County College District
JP Walton	Town of Flower Mound
Bill Webb	Trades in Texas
Venus M. Wehle	City of Forest Hill
Jim Wehmeier	City of Ennis Economic Development Corporation
Marty Wieder	City of Grand Prairie
Lexie Woodward	City of Mesquite
Susie Wright	Glen Rose Independent School District
Jenny Zeilfelder	Plano Economic Development
Karen Zeske	Arlington Independent School District

NCTCOG's Economic Development District staff facilitated and supported the work of the committee including the organization, analytical research, writing and publication participated in the writing of this CEDS.

NCTCOG Staff

Mike Eastland, Executive Director	NCTCOG
Lucille Johnson, Economic Development and CEDS Project Director	NCTCOG
Prit Patel, Regional Economic Recovery and CEDS Project Manager	NCTCOG
Connor Sadro, Economic Development and CEDS Intern	NCTCOG

Kyle Caskey, Research Data Analyst	NCTCOG
Anabel Castillo-Soto, Strategic Initiatives Manager	NCTCOG
Danielle Davis, Workforce Solutions	NCTCOG
Candice Forsyth, Senior Emergency Preparedness Specialist	NCTCOG
Dan Lamers, Senior Transportation Program Manager	NCTCOG
Edith Marvin, Dir of Environment and Development	NCTCOG
Molly McFadden, Dir of Emergency Preparedness	NCTCOG
Cristina Medina, Workforce Sr. Program Manager	NCTCOG
Brock Pair, Transportation Intern	NCTCOG
Daniel Ramirez, Workforce Solutions	NCTCOG
Jessie Shadowens, 9-1-1 Strategic Services Manager	NCTCOG

[\(Return to TOC\)](#)