



**COASTAL BEND**  
COUNCIL OF GOVERNMENTS

**BOARD OF DIRECTORS  
MEETING AGENDA**

April 23, 2026, at 2:00 PM

2910 Leopard Street  
Corpus Christi, Texas 78408  
John Buckner Conference Room

Pursuant to Texas Government Code section 551.127 which states a governmental body that extends into three or more counties may meet by videoconference call only if the member of the governmental body presiding over the meeting is physically present at the location of the meeting. The Honorable Charles C. Schultz, Kleberg County Commissioner, Chairman, will be present at the meeting. Board members or members of the public may attend the meeting online using the link below. This link may also be found on the website at

<https://www.coastalbendcog.org/>

Teams Meeting Link:

**[Join the Microsoft Teams Meeting Now](#)**

Meeting ID: 240 912 578 826 67

Passcode: KW23ph7i

1. Pledge of Allegiance
2. Call to Order, Quorum Determination
3. Public Comment
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  - d. Cash Report – February 2026.....43-54
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6. Discussion and Possible Action Items
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CBCOG Agenda  
April 23, 2026

- b. Resolution 4133 Determining Signatory Authority for Coastal Bend Council of Governments (CBCOG) with the Texas Department of Transportation (TxDOT).....69-73
  - c. Resolution 4134 for Coastal Bend Council of Governments (CBCOG) to Adopt and Approve the 2026-2031 Comprehensive Economic Development Strategy (CEDS).....74-162
  - d. Resolution 4135 Approving the Coastal Bend Council of Governments to Submit Application No. 5891501 to the Office of the Governor for Funding under the State Homeland Security Program, to be Administered by the Coastal Bend Council of Governments Public Safety Department.....163-164
  - e. Resolution 4136 Approving the Coastal Bend Council of Governments to Submit Application No. 5928201 to the Office of the Governor for Funding under the Statewide Emergency Radio Infrastructure Program, to be Administered by the Coastal Bend Council of Governments Public Safety Department.....165-166
  - f. Resolution 4137 Approving the Coastal Bend Council of Governments to Submit Application No. 5977901 to the Office of the Governor for Funding under the State Homeland Security Program – LETPA Projects, to be Administered by the Coastal Bend Council of Governments Public Safety Department.....167-168
  - g. Resolution 4138 Recommending Approval and Submission of the Area Agency on Aging – Area Plan for Fiscal Years 2027-2029 to the Texas Health and Human Services Commission for Planned Older Americans Act Program Activities for Planning and Providing Services to Support Needs of Older Coastal Bend Individuals, Their Family Members and/or Other Caregivers.....169-206
- 7. Chairman’s Report
  - 8. Executive Director’s Report
  - 9. Information Items/Presentations
  - 10. Approval of Treasurer’s Report
  - 11. Announcements
  - 12. Adjourn

**Executive Session Disclosure Statement:** The Board of Directors reserves the right to adjourn into executive session at any time during the course of the meeting to discuss any item listed on this agenda as authorized by Chapter 551 of the Texas Government Code, including but not necessarily limited to §551.071 (Consultation with Attorney), §551.072 (Deliberations regarding Real Property), §551.073 (Deliberations regarding Gifts and Donations), §551.074 (Personnel Matters), §551.076 (Deliberations regarding Security Devices).

- 1. Public Comment Procedures:** Citizens may address the Board of Directors concerning any issue posted on the agenda for the meeting. All Public Comments shall be subject to the following:
  - a. All individuals desiring to make a public comment should identify themselves before providing public comment.
  - b. All public comments shall be made in relation to the posted agenda item.
  - c. Each speaker will receive three minutes, and no portion of a speaker's allotted time may be given (assigned, relinquished, or donated) to another speaker.
  - d. The Board Chairman shall follow the order of persons wishing to speak as listed on the sign-up sheet; and
  - e. The Board Chairman, with the consent of the Board of Directors, may add additional procedures or limitations and may alter these procedures depending on the circumstances in order to facilitate the orderly conduct of Board business at the meeting.
- 2. Public Notice:** This notice complies with Texas Government Code Chapter 551, Open Meetings Act, Section 551.041 (Notice of Meeting Requirements); Section 551.043 (Time and Accessibility of Notice Requirements); Section 551.053 (Notice of Requirements of a Political Subdivision Extending into three or more counties); and Section 551.127 (Videoconference Call). The notice has been posted at least 72 hours before the scheduled time of meeting on the website of the Coastal Bend Council of Governments at <https://www.coastalbendcog.org/>
- 3. Individuals with Disabilities/Special Needs:** If you plan to attend this public meeting and you have a disability or special need that requires special arrangements at the meeting, please contact the Coastal Bend Council of Governments (CBCOG) offices at (361) 883-5743 at least 48 hours before the scheduled meeting in order for reasonable accommodations to be arranged.
- 4. Posted Thursday, April 16, 2026, at 10:00 a.m., 2910 Leopard Street, Corpus Christi, Texas.**



**COASTAL BEND**  
COUNCIL OF GOVERNMENTS

MEETING MINUTES  
COASTAL BEND COUNCIL OF GOVERNMENTS  
December 11, 2025 - 2:00 PM  
Corpus Christi, Texas

The meeting of the Board of Directors of the Coastal Bend Council of Governments was held at 2:00 pm on Thursday, December 11, 2025. This meeting was held in hybrid format by videoconference pursuant to Texas Government Code Section 551.127 which states a governmental body that extends into three or more counties may meet by videoconference call only if the member of the governmental body presiding over the meeting is physically present at the location of the meeting. The Honorable George “Trace” Morrill, III, Judge, Bee County, Chairman, was present at the meeting. Board members and individuals from the public who desired to attend in person, accessed the meeting at 2910 Leopard Street, Corpus Christi, Texas.

Please see attachment for members attended for December 11, 2025, meeting.

1. CALL TO ORDER

Judge George “Trace” Morrill, III, Bee County, called the meeting to order at 2:05 p.m. Executive Director, Emily Martinez, confirmed a quorum.

2. PUBLIC COMMENT

Mr. Elijah Casas, Program Specialist IV with the Texas General Land Office (GLO) Community Development and Revitalization Division, introduced himself as the new local point of contact. He explained that while subrecipients continue working with their assigned grant managers for existing disaster funding contracts, he will serve as an on the ground resource for the community. Mr. Casas expressed his commitment to building strong relationships, understanding local needs, and ensuring timely communication regarding any future disaster related funding opportunities. Mr. Casas also offered to share his contact information and assist with connecting the organization to other GLO divisions as needed.

3. APPROVAL OF MEETING MINUTES

Commissioner Chuck Schultz, Kleberg County, made a motion to approve September 25, 2025, meeting minutes. City Manager Cedric W. Davis, City of Mathis, seconded the motion. September 25, 2025, meeting minutes were approved by unanimous vote.

#### 4. TREASURER'S REPORT

Mr. Justin Pierce, Accountant, Coastal Bend Council of Governments, presented the September and October 2025 Cash Reports. City Council Member-At-Large Roland Barrera, City of Corpus Christi, made a motion to approve September and October 2025 Cash Reports. City Manager Cedric W. Davis, City of Mathis, seconded the motion. The Treasurer's Report was approved by unanimous vote.

#### 5. ITEMS REQUIRING ACTION BY THE COUNCIL OF GOVERNMENTS

- a. Resolution 4125. City Council Member-At-Large Roland Barrera, City of Corpus Christi, made a motion to approve Resolution 4125. Judge Connie Scott, Nueces County, seconded the motion. Resolution 4125 was approved by unanimous vote.
- b. Resolution 4126. City Council Member-At-Large Roland Barrera, City of Corpus Christi, made a motion to approve Resolution 4126. Commissioner Leslie "Bubba" Casterline, Aransas County, seconded the motion. Resolution 4126 was approved by unanimous vote.
- c. Resolution 4127. Judge Connie Scott, Nueces County, made a motion to approve Resolution 4127. City Council Member-At-Large Roland Barrera, City of Corpus Christi, seconded the motion. Resolution 4127 was approved by unanimous vote.
- d. Resolution 4128. Judge Connie Scott, Nueces County, made a motion to approve Resolution 4128. City Council Member-At-Large Roland Barrera, City of Corpus Christi, seconded the motion. Resolution 4128 was approved by unanimous vote.
- e. Resolution 4129. City Council Member-At-Large Roland Barrera, City of Corpus Christi, made a motion to approve Resolution 4129. Council Member District 2 Sylvia Campos, City of Corpus Christi, seconded the motion. Resolution 4129 was approved by unanimous vote.
- f. Resolution 4130. Judge Connie Scott, Nueces County, made a motion to approve Resolution 4130. City Council Member-At-Large Roland Barrera, City of Corpus Christi, seconded the motion. Resolution 4130 was approved by unanimous vote.
- g. Resolution 4131. City Council Member-At-Large Roland Barrera, City of Corpus Christi, made a motion to approve Resolution 4131. Commissioner Leslie "Bubba" Casterline, Aransas County, seconded the motion. Resolution 4131 was approved by unanimous vote.
- h. City Council Member-At-Large Roland Barrera, City of Corpus Christi, made a motion to approve authorizing the Executive Director to enter into agreements with the Gulf of Mexico Alliance to certify Rockport Harbor as a Clean & Resilient Marina in the amount of \$40,000 to enhance environmental sustainability and disaster preparedness at Rockport Harbor. City Manager Cedric W. Davis, City of Mathis, seconded the motion. Authorizing the Executive Director to enter into agreements with the Gulf of Mexico

Alliance to certify Rockport Harbor as a Clean & Resilient Marina in the amount of \$40,000 to enhance environmental sustainability and disaster preparedness at Rockport Harbor was approved by unanimous vote.

- i. City Council Member-At-Large Roland Barrera, City of Corpus Christi, made a motion to approve the Memorandum of Understanding authorizing submission of the Threat and Hazard Identification and Risk Assessment (THIRA) and the Stakeholder Preparedness Review (SPR) through the Homeland Security Division of the Coastal Bend Council of Governments. Judge Connie Scott, Nueces County, seconded the motion. The Memorandum of Understanding authorizing submission of the Threat and Hazard Identification and Risk Assessment (THIRA) and the Stakeholder Preparedness Review (SPR) through the Homeland Security Division of the Coastal Bend Council of Governments was approved by unanimous vote.
- j. Judge Connie Scott, Nueces County, made a motion to approve authorizing the Executive Director to submit the updated Threat and Hazard Identification and Risk Assessment (THIRA) and Stakeholder Preparedness Review (SPR) to the Office of the Governor in compliance with the deliverables required under the Homeland Security Grant Program for Fiscal Year 2026. City Council Member-At-Large Roland Barrera, City of Corpus Christi, seconded the motion. The motion to approve authorizing the Executive Director to submit the updated Threat and Hazard Identification and Risk Assessment (THIRA) and Stakeholder Preparedness Review (SPR) to the Office of the Governor, in compliance with the deliverables required under the Homeland Security Grant Program for Fiscal Year 2026, was approved by unanimous vote.

## 6. CONSENT ITEM

- a. Judge Connie Scott, Nueces County, made a motion to approve the recommended nominations to the Natural Resources Advisory Committee. City Council Member-At-Large Roland Barrera, City of Corpus Christi, seconded the motion. The recommended nominations for the Natural Resources Advisory Committee was approved by unanimous vote.

## 7. CHAIRMAN'S REPORT

- a. Judge Connie Scott, Nueces County, made a motion to approve the CY2026 Annual Budget. Commissioner Leslie "Bubba" Casterline, Aransas County, seconded the motion. CY2026 Annual Budget was approved by unanimous vote.
- b. Judge Connie Scott, Nueces County, made an amended motion to remove Attachment A from Item 8B (Revised Bylaws), specifically the proposed bylaw revisions reducing the number of Board members, for further discussion with the Executive Board at the next meeting, and to approve all other bylaw revisions as recommended by the Executive Board at its December 2, 2025 meeting. City Council Member-At-Large Roland Barrera, City of Corpus Christi, seconded the motion. The amended motion to remove Attachment A from Item 8B (Revised Bylaws), specifically the proposed bylaw revisions reducing the number of Board members, for further discussion with the Executive Board at the

next meeting, and to approve all other bylaw revisions as recommended by the Executive Board at its December 2, 2025 meeting was approved by unanimous vote.

- c. City Council Member-At-Large Roland Barrera, City of Corpus Christi, made a motion to approve the 2026 Slate of Officers. Commissioner Leslie “Bubba” Casterline, Aransas County, seconded the motion. The 2026 Slate of Officers was approved by unanimous vote.

2026 Slate of Officers:

Chairman	Commissioner Chuck Schultz	Kleberg County
1 <sup>st</sup> Vice Chairman	Judge Pete Trevino	Jim Wells County
2 <sup>nd</sup> Vice Chairman	Judge Connie Scott	Nueces County
Secretary	Peter Collins	City of Corpus Christi
Treasurer	Mayor Joann Ehmann	Ingleside on the Bay

- d. City Council Member-At-Large Roland Barrera, City of Corpus Christi, made a motion to approve the addition of Constance Sanchez as an authorized signer for the Coastal Bend Council of Governments. Judge Connie Scott, Nueces County, seconded the motion. The addition of Constance Sanchez as an authorized signer for the Coastal Bend Council of Governments was approved by unanimous vote.

Meeting adjourned at 3:22 p.m.

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Commissioner Charles C. Schultz, Chairman

ATTEST:

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Mr. Peter Collins, Secretary

**Coastal Bend Council of Governments  
Schedule of Cash Transactions  
For Month Ended November 30, 2025**

Cash balance at November 1, 2025		<u>\$ 1,006,792.97</u>	
<b><u>Cash receipts for November 2025</u></b>			
Cash receipts from deposits			
HHSC (AAA)	\$ 291,902.00		
Homeland Security	\$ 56,664.39		
GLO (Clean Coast)	\$ 33,004.78		
HHSC (ADRC)	\$ 15,086.06		
HSGD & CJD Agreement	\$ 11,709.85		
EDA (Workforce)	\$ 8,199.69		
City of Gregory (EDA)	\$ 5,591.40		
TCEQ (I-PLAN)	\$ 4,719.94		
Employee Reimbursement	\$ 40.00		
Program Income (AAA)	\$ 20.00		
	\$	426,938.11	
Transfer from Texpool-9-1-1 Account		109,152.41	
Transfer from Texpool-General Account		51,111.53	
Interest Income 3.72% rate		3,295.09	
Total Cash receipts for November 2025		<u>590,497.14</u>	
 Subtotal			 1,597,290.11
 Less: Cash disbursements for November 2025			
Cash disbursements for accounts payables		475,001.66	
Payroll disbursements		163,598.23	
Total Cash disbursements for November 2025		638,599.89	
 Cash balance at November 30, 2025***			 <u>\$ 958,690.22</u>
 ***Cash balance by Account at November 30, 2025			
Regular Account		\$ 940,960.39	
Payroll Account		3,819.07	
Operating Account		13,910.76	
Total Cash balance at November 30, 2025		<u>\$ 958,690.22</u>	\$ -
 Investments in Texpool: Interest rate 4.0372%			
 Investments in Tex-Pool at November 1, 2025		\$ 19,911.25	
Deposits		54,097.35	TCEQ, TDA
Transfers to American Bank		(51,111.53)	
Interest Earned for November 2025		97.91	
Investments in Tex-Pool at November 30, 2025		<u>\$ 22,994.98</u>	
 9-1-1 Fund:			
Investments in Tex-Pool at November 1, 2025		\$ 21,379.69	
Deposits		109,152.41	CSEC
Transfer to American Bank		(109,152.41)	
Interest Earned for November 2025		141.10	
Investments in Tex-Pool at November 30, 2025		<u>\$ 21,520.79</u>	

**Coastal Bend Council of Governments**  
**Accounts Payable Check Register**  
**Cash Operating for November 12, 2025**

<b>Check</b>	<b>Vendor Name</b>	<b>Description</b>	<b>Check Amount</b>
30446	Language Line Services	Services for 10-2025.9-1-1.	\$ 128.85
30447	Coastal Office Solutions	HP Inkjet Bond Paper (Plotter Paper).9-1-1.	133.52
30448	Lee White	Mileage reimbursement for 10-17 to 10-28,2025.	283.50
30449	Fonzie Munoz Photography	Portraits of new leadership for website.	450.00
30450	Riviera Telephone Company	Services for 11-01 to 11-30,2025.9-1-1.	176.56
30451	T-Mobile	Services for 09-28 to 10-27,2025.9-1-1.	73.71
<b>Report Total</b>			<b>\$ 1,246.14</b>

Coastal Bend Council of Governments  
Accounts Payable Check Register  
Cash Operating for November 13, 2025

Check	Vendor Name	Description	Check Amount
30452	Direct Energy	Utilities assistance for 11-2025.AAA.	\$ 126.67
30453	TXU Energy Assistance Group	Utilities assistance for 11-2025.AAA.	270.61
30454	Reliant Energy	Utilities assistance for 11-2025.AAA.	237.84
30455	City of Corpus Christi	Utilities assistance for 11-2025.AAA.	112.45
30456	Green Mountain Energy	Utilities assistance for 11-2025.AAA.	251.70
30457	City of Corpus Christi	Utilities assistance for 11-2025.AAA.	300.00
30458	Reliant Energy	Utilities assistance for 11-2025.AAA.	300.00
30459	Reliant Energy	Utilities assistance for 11-2025.AAA.	300.00
30460	TXU Energy Assistance Group	Utilities assistance for 11-2025.AAA.	300.00
<b>Report Total</b>			<b>\$ 2,199.27</b>

Coastal Bend Council of Governments  
 Accounts Payable Check Register  
 Cash Operating for November 26, 2025

Check	Vendor Name	Description	Check Amount
30461	Adriana Benavides	Mileage Reimbursement for 11-17,2025.AAA.	\$ 77.70
30462	AT & T Mobility	Services for 11-12 to 12-11,2025.9-1-1.	22.20
30463	AT & T Mobility	Services for 11-08 to 12-07,2025.AAA.	200.85
30464	Chips Plus	Verified Spectrum circuits in the IT rooms.Jim Wells, 9-1-1.	90.00
30465	Gloria Cureton	Mileage Reimbursement for 11-17,2025.	40.53
30466	Goodwill Industries South TX.	Shredding services for 10-2025.	146.16
30467	SmartCom Telephone	Services for 11-01 to 11-30,2025.9-1-1.	234.00
30468	T-Mobile	Services for 10-09 to 11-08,2025.HS.	28.70
30469	Texas Assoc of Reg'l Councils	Annual SWREDA membership dues for 10-01-2025 to 09-30-2026.	250.00
30470	Texas Floodplain Management	2026 TFMA membership.	50.00
30471	Thryv	Services for 11-01 to 11-30,2025.	50.15
30472	WEX Bank	Fuel for 10-16 to 11-15,2025.	172.85
<b>Report Total</b>			<b>\$ 1,363.14</b>

**Coastal Bend Council of Governments  
Accounts Payable Check Register  
Cash Regular for November 3, 2025**

<b>Check</b>	<b>Vendor Name</b>	<b>Description</b>	<b>Check Amount</b>
19344	CC Excel Properties	Rent for 11-2025.	\$ 7,250.00
19345	Unum Life Insurance Company	Long term care premiums for 11-2025.	2,131.30
<b>Report Total</b>			<b>\$ 9,381.30</b>

**Coastal Bend Council of Governments  
Accounts Payable Check Register  
Cash Regular for November 6, 2025**

<b>Check</b>	<b>Vendor Name</b>	<b>Description</b>	<b>Check Amount</b>
19346	Emily Martinez	20 Poinsettia Plants for Offices.	\$ 250.00
19347	TML - IEBP	Health, life and dental for 10-2025.	38,934.84
<b>Report Total</b>			<b>\$ 39,184.84</b>

Coastal Bend Council of Governments  
Accounts Payable Check Register  
Cash Regular for November 12, 2025

Check	Vendor Name	Description	Check Amount
19348	AT & T Mobility	Services for 09-20 to 10-19,2025.	\$ 1,372.37
19349	Abila, Inc.	MIP Maintenance & Support for 11-2025.	846.59
19350	Mary Afuso	Meals, Shuttle Fees for NADO Conference 10-13 to 10-17,2025. Mileage Reimbursement for 07-03 to 09-30,2025.	705.18
19351	Amazon	Open enrollment materials.	126.87
19352	Am. Med. Home Health, Beeville	Health services for 09-01 to 09-30,2025.Personal Assistance.	913.50
19353	APC Home Health Services, Inc.	Health services for 09-01 to 09-29,2025.AAA. Services for 09-01 to 09-30,2025.Respite In Home.	1,983.15
19354	Aransas County Council on Agin	Services for 09-01 to 09-30,2025.AAA.	13,335.00
19355	M. Nelda Barrera	Mileage reimbursement for 10-06 to 10-17,2025.	382.20
19356	Bee First Primary Home Care	Health services for 09-26 to 09-30,2025.Personal Assistance. Health Services for 09-01 to 09-03,2025.Respite In Home.	192.00
19357	Eileen Brown	Mileage reimbursement for 09-29 to 10-17,2025. Mileage reimbursement for 10-20 to 10-31,2025. Mileage reimbursement for 11-03 to 11-07,2025.	495.88
19358	Community Action Corp. So. TX	Services for 09-01 to 09-30,2025.AAA.	32,021.00
19359	CARESTAT Provider Services	Health services for 05-04 to 05-31,2025.Personal Assistance & Respite in Home Health services for 07-01 to 07-12,2025Personal Assistance.	1,155.00
19360	Champion Energy Services, LLC	Services for 10-01 to 10-30,2025.	2,448.00
19361	Chartwell Community Services	Health services for 09-01 to 09-30,2025.Personal Assistance & Respite in Home Health services for 02-2025.Respite in Home. Health services for 03-2025.Respite in Home. Health services for 04-2025.Respite in Home.	1,647.00
19362	CB Center for Ind Living	Housing Navigator Services for 09-2025.	1,250.00
19363	Computer Solutions	HP ProBook Laptops for AAA and ADRC.	6,472.00
19364	City of Corpus Christi	Services for 09-01 to 09-30,2025.AAA.	53,802.00
19365	Maricela De La Fuente	Services & mileage for 10-01 to 10-31,2025.AAA and ADRC.	1,871.61
19366	Duval County	Services for 09-01 to 09-30,2025.AAA.	12,200.00
19367	EAN Holdings, LLC	Rental services for 10-27 to 10-28,2025.T Atokuku-Vitz 9-1-1. Rental services for 11-01 to 11-07,2025.D Garza 9-1-1.	401.13
19368	Culligan Quench	Water services for 11-01 to 11-30,2025.	50.82
19369	Health Care Unlimited	Health services for 09-03 to 09-30,2025.Personal Assistance.	324.00
19370	Kleberg County Human Services	Services for 09-01 to 09-30,2025.AAA.	14,287.00
19371	Live Oak County	Services for 09-01 to 09-30,2025.AAA.	4,044.00

cont.

Coastal Bend Council of Governments  
Accounts Payable Check Register  
Cash Regular for November 12, 2025

Check	Vendor Name	Description	Check Amount
19372	L. K. Jordan & Associates, Inc	Services for week ended 10-26,2025.Accountant.	\$ 3,522.09
		Services for week ended 11-02,2025.Accountant.	
19373	Mi Casa Nursing Services Home	Health services for 09-2025.Personal Assistance.	1,755.00
		Health services for 08-03 to 08-31,2025.Personal Assistance.	
19374	Nueces Co Senior Community Srv	Services for 09-01 to 09-30,2025.AAA.	15,261.00
19375	Sal Ochoa	Mileage reimbursement for 09-25 to 10-17,2025.	229.60
19376	Outreach Health Services	Health services for 09-03 to 09-29,2025.Personal Assistance.	814.50
		Health services for 09-22 and 09-29,2025.F2F & Respite in Home.	
19377	City of Corpus Christi	Payment to CCPD for portion of VR simulator.	4,291.00
19378	Rural Economic Assistance Inc.	Health services for 09-03 to 09-30,2025.Personal Assistance.	1,410.00
		Total Transportation Trips for the Month of 09-2025.	
19379	Refugio Co Elderly Services	Services for 09-01 to 09-30,2025.AAA.	4,777.00
19380	Saenz Home Health Services Inc	Health services for 09-01 to 09-30,2025.Personal Assistance.	2,070.00
		Health Services for 08.2025.Personal Assistance & Respite in Home.	
		Installation of safety rails.Health Maintenance.	
19381	Sarver Strategies	Leadership Retreat Facilitation for 01-2026.	10,000.00
19382	Cynthia Spurgat MS, RD, LD	Consulting Dietician Services for 10-2025.	2,750.00
19383	Saint Frances Home Health	Health services for 09-12 to 09-29,2025.Respite in Home.	360.00
19384	Texas Home Health of America,	Health services for 09-01 to 09-25,2025.Personal Assistance.	660.00
19385	Uresti Senior Assistance	Health services for 09-01 to 09-30,2025.F2F & Personal Assistance.	500.00
19386	Valley Telephone Cooperative	Services for 10-01 to 10-31,2025.9-1-1.	456.00
19387	VIP Providers, Inc.	Health services for 09-16 to 09-30,2025.F2F.	911.95
		Health services for 10-02 to 10-21,2025.F2F.	
19388	Felipa Wilmot	Mileage reimbursement for 10-02 to 10-30,2025.	263.20
19389	M. Nelda Barrera	Mileage reimbursement for 10-21 to 10-30,2025.	421.40
<b>Report Total</b>			<b>\$ 202,779.04</b>

Coastal Bend Council of Governments  
Accounts Payable Check Register  
Cash Regular for November 26, 2025

Check	Vendor Name	Description	Check Amount
19390	Coastal Cleaning	Janitorial services for 11-2025.	\$ 1,825.00
19391	Foremost Telecommunications	Services for 12-01 to 12-31-2025.9-1-1.	1,014.00
19392	Government Finance Off. Assoc.	Registration for GFOA Public Procurement training 04-2026.J. Pierce. Registration for GFOA Personnel Budget training 08-2026.C. Paul.	1,600.00
19393	U.S. Bank	Business Lunch, Airport Parking, Lodging for NADO,Leadership Book. Conference Registration,Airfare,Inform TX Registration. Email Service for Mass Mailouts.AAA, 10-1025. Lodging for Fall Symposium 911 Training,Slack Monthly Subscription. Four-pack HP 728 ink cartridges and HP 508A ink cartridge.9-1-1. Laminating of Medicare Posters.AAA. Lunch for TXDOT Meeting,Lodging for NADO,Canva Subscription. Microsoft Copilot,Computer Monitors. Office Supplies.9-1-1. Outreach Materials.AAA. Registration Fee for Austin GIS 911 Conference. VDT supplies for meeting.AAA.	13,168.83
19394	AFLAC	Payroll deductions for 11-2025.	1,829.34
19395	Amazon	Travel laptop bags, HP 30A Black Toner, TN450 Toner.AAA.	503.73
19396	American Express	Maintenance supplies, coffee station supplies,and mountings.	1,371.76
19397	APC Home Health Services, Inc.	Health services for 09-16 to 09-29,2025.ADRC Respite in Home.	398.72
19398	Ardurra Group, Inc.	Engineering assessment for WWTF, CCT.	15,000.00
19399	Brightspeed	Services for 11-01 to 11-30,2025.9-1-1.	103.21
19400	Charter Communications	Services for 11-01 to 11-30,2025.9-1-1. Services for 11-07 to 12-06,2025.9-1-1. Services for 11-14 to 12-13,2025.9-1-1.	11,780.27
19401	Christina O. Edwardson	Mileage reimbursement for 10-01 to 10-30,2025. Thanksgiving lunch for Caregivers on 11-18,2025.AAA.	312.53
19402	City of Corpus Christi	Services for 10-08 to 11-10,2025. Services for 10-08 to 11-10,2025.AAA. Services for 10-09 to 11-10,2025.	544.40
19403	Computer Solutions	HP Premium Onsite Support Packages.AAA and ADRC. Microsoft Exch.Microsoft 365,Microsoft Power Bi for 11-2025. Netwatch Standard Security & Cloud Storage Backup.11-2025.	10,466.52
19404	Culligan Quench	Water services for 12-01 to 12-31,2025.	50.82
19405	Denise Garza	Parking and fuel reimbursement for TX GIS Forum.Austin TX.	21.08
			cont.

Coastal Bend Council of Governments  
Accounts Payable Check Register  
Cash Regular for November 26, 2025

Check	Vendor Name	Description	Check Amount
19406	EAN Holdings, LLC	Rental services for 10-21 to 10-23,2025.S Simms AAA.	\$ 334.02
		Rental services for 11-03 to 11-04,2025.T AtokukuVitz 9-1-1.	
		Rental services for 11-05 to 11-06,2025.T AtokukuVitz 9-1-1.	
		Rental services for 11-12 to 11-13,2025.T AtokukuVitz 9-1-1.	
19407	Felipa Wilmot	Mileage reimbursement for 11-04 to 11-25,2025.	235.20
19408	Joseph Bernadas	Website Development Services for 11-2025.	290.00
19409	L. K. Jordan & Associates, Inc	Services for week ended 11-09,2025.Accountant.	2,821.62
		Services for week ended 11-16,2025.Accountant.	
19410	Luz Lumb	Mileage reimbursement for 10-06 to 11-06,2025.	373.52
19411	Orkin	Services for 11-2025.	150.00
19412	ROK GIS	AWS Cloud GIS Implementation and Managed Services.9-1-1.	109,152.41
19413	SpectrumVoIP	Services for 12-01 to 12-31,2025.	27.11
19414	Texas A & M University - C.C.	RRP Workforce & Economic Accelerator for 07-01 to 08-31,2025.EDA.	3,235.91
		RRP Workforce & Economic Accelerator for 09-01 to 09-30,2025.EDA.	
19415	VTX Communications	Services for 11-15 to 12-14,2025.9-1-1.	217.82
19416	TML - IEBP	Health, dental, life benefits for 11-2025.	36,545.40
<b>Report Total</b>			<b>\$ 213,373.22</b>

Coastal Bend Council of Governments  
 ACH Check Register  
 Cash Regular for November 2025

Check	Vendor Name	Description	Check Amount
	ACH Brightspeed	Services for 11-04 to 12-03,2025.9-1-1.	\$ 78.00
	ACH Community Loan Center-Program	Payroll Deduction for 11-14-25 PR.	257.58
	ACH Community Loan Center-Program	Payroll Deduction for 11-26-25 PR.	257.58
	ACH Emily Martinez	Travel Advance for Texas Lyceum Meeting.	240.00
	ACH Emily Martinez	Travel Advance for Aspen Global Innovator Meeting.	222.60
	ACH Frontier Communications	Services for 10-19 to 11-18,2025.9-1-1.	2,080.39
	ACH Frontier Communications	Services for 10-22 to 11-21,2025.9-1-1.	295.73
	ACH Frontier Communications	Services for 10-19 to 11-18,2025.9-1-1.	144.74
	ACH Frontier Communications	Services for 10-28 to 11-27,2025.9-1-1.	360.20
	ACH Google Cloud	Google Cloud:CBCOG Website Hosting for 10-2025.	299.43
	ACH Navitas Credit Corp	Rental of phones for 12-2025.	621.66
	ACH Pitney Bowes Global Financial	Postage machine lease for 08-20 to 11-19,2025.	616.80
<b>Report Total</b>			<b>\$ 5,474.71</b>

**Coastal Bend Council of Governments**  
**Schedule of Bank Transfers**  
**For Month Ended 11/30**

<b>Date of Transfers</b>	<b>Transfer From</b>	<b>Transfer To</b>	<b>To Reimburse Check #s</b>	<b>Amount of Transfers</b>
11/10/2025	Regular Account	Payroll Account	21162-21191	56,597.96
11/24/2025	Regular Account	Payroll Account	21192-21221	55,924.66
<b>Total Transfers</b>				<b>\$ 112,522.62</b>

**Coastal Bend Council of Governments  
Schedule of Payroll Transactions  
For Month Ended November 30, 2025**

<b>Payroll disbursements for payroll period ended November 9</b>	<b>\$ 56,597.96</b>
<b>941 Tax Deposit for payroll period ended November 9</b>	<b>\$ 15,515.37</b>
<b>ICMA 401a and 457 contributions for payroll period ended November 9</b>	<b>\$ 10,140.87</b>
<b>Payroll disbursements for payroll period ended November 23</b>	<b>\$ 55,924.66</b>
<b>941 Tax Deposit for payroll period ended November 23</b>	<b>\$ 15,278.51</b>
<b>ICMA 401a and 457 contributions for payroll period ended November 23</b>	<b>\$ 10,140.86</b>
<b>Total Payroll Disbursements at November 30</b>	<b><u>\$ 163,598.23</u></b>

**Coastal Bend Council of Governments  
Schedule of Cash Transactions  
For Month Ended December 31, 2025**

Cash balance at December 1, 2025		<u>\$ 958,690.22</u>
<b><u>Cash receipts for December 2025</u></b>		
Cash receipts from deposits		
HHSC (AAA)	\$ 247,494.00	
Homeland Security	\$ 28,684.09	
Wellmed Funds	\$ 20,000.00	
EDA (Workforce)	\$ 16,111.27	
HHSC (ADRC)	\$ 15,110.70	
Texas A&M Corpus Christi	\$ 9,915.37	
TCEQ (I-PLAN)	\$ 8,090.79	
Hurricane Conference Funding	\$ 5,720.00	
HSGD & CJD Agreement	\$ 4,923.05	
Workers Comp Audit Refund (TML)	\$ 870.00	
Alamo COG Reimb for PSAP Servicing	\$ 284.00	
Citibank Rebate	\$ 234.99	
Employee Reimbursement	\$ 118.73	
	\$ 357,556.99	
Transfer from Texpool-9-1-1 Account	61,097.62	
Transfer from Texpool-General Account	2,985.82	
Interest Income 3.65% rate	3,483.75	
<b>Total Cash receipts for December 2025</b>	<u>425,124.18</u>	
<b>Subtotal</b>		<b>1,383,814.40</b>
<b>Less: Cash disbursements for December 2025</b>		
Cash disbursements for accounts payables	358,027.38	
Payroll disbursements	171,312.70	
<b>Total Cash disbursements for December 2025</b>	<b>529,340.08</b>	
Cash balance at December 31, 2025***		<u>\$ 854,474.32</u>
<b>***Cash balance by Account at December 31, 2025</b>		
Regular Account	\$ 832,040.82	
Payroll Account	3,854.30	
Operating Account	18,579.20	
<b>Total Cash balance at December 31, 2025</b>	<u>\$ 854,474.32</u>	\$ -
<b>Investments in Texpool: Interest rate 3.8153%</b>		
Investments in Tex-Pool at December 1, 2025	\$ 22,994.98	
Deposits	-	
Transfers to American Bank	(2,985.82)	
Interest Earned for December 2025	65.36	
Investments in Tex-Pool at December 31, 2025	<u>\$ 20,074.52</u>	
<b>9-1-1 Fund:</b>		
Investments in Tex-Pool at December 1, 2025	\$ 21,520.79	
Deposits	61,097.62	CSEC
Transfer to American Bank	(61,097.62)	
Interest Earned for December 2025	102.32	
Investments in Tex-Pool at December 31, 2025	<u>\$ 21,623.11</u>	

**Coastal Bend Council of Governments  
Accounts Payable Check Register  
Cash Operating for December 16, 2025**

<b>Check</b>	<b>Vendor Name</b>	<b>Description</b>	<b>Check Amount</b>
30473	City of Corpus Christi	Utilities assistance for 12-2025.AAA.	\$ 300.00
30474	Direct Energy	Utilities assistance for 12-2025.AAA.	201.72
30475	Reliant Energy	Utilities assistance for 12-2025.AAA.	269.99
30476	City of Corpus Christi	Utilities assistance for 12-2025.AAA.	300.00
30477	Ambit Energy	Utilities assistance for 12-2025.AAA.	97.17
30478	Discount Power	Utilities assistance for 12-2025.AAA.	160.90
30479	City of Corpus Christi	Utilities assistance for 12-2025.AAA.	300.00
30480	TXU Energy Assistance Group	Utilities assistance for 12-2025.AAA.	300.00
<b>Report Total</b>			<b>\$ 1,929.78</b>

Coastal Bend Council of Governments  
 Accounts Payable Check Register  
 Cash Operating for December 17, 2025

Check	Vendor Name	Description	Check Amount
30481	Angels Among Us Home Care,LLC	Health services for 10-01 to 10-31,2025.ADRC/AAA Personal Assistance.	\$ 442.50
30482	Chips Plus	PSAP room prep at Beeville PD.9-1-1.	156.86
30483	DEX Imaging, LLC	MX-SC11 Staples for Printer.	550.17
		Sharp/BP-70C45 Copier Service for 12-01 to 12-31,2025.	
30484	Goodwill Industries South TX.	Shredding Services for 11-2025.	73.08
30485	Riviera Telephone Company	Services for 12-01 to 12-31,2025.9-1-1.	176.56
30486	SmartCom Telephone	Services for 12-01 to 12-31,2025.9-1-1.	234.00
30487	T-Mobile	Services for 11-09 to 12-08,2025.HS.	28.70
30488	The Hartford	Crime bond renewal for 12-15,2025 to 12-15,2026.	327.00
30489	Thryv	Services for 12-01 to 12-31,2025.	50.84
<b>Report Total</b>			<b>\$ 2,039.71</b>

**Coastal Bend Council of Governments  
 Accounts Payable Check Register  
 Cash Operating for December 30, 2025**

<b>Check</b>	<b>Vendor Name</b>	<b>Description</b>	<b>Check Amount</b>
30490	AT & T Mobility	Services for 12-12 to 01-11,2026.9-1-1.	\$ 22.20
30491	Gulf Coast Paper Co., Inc.	Disinfectant wipes. KR 52537 VB Natural Liner 55GL (trash liners).	115.05
30492	WEX Bank	Fuel for 11-16 to 12-15,2025.	57.87
<b>Report Total</b>			<b>\$ 195.12</b>

**Coastal Bend Council of Governments  
Accounts Payable Check Register  
Cash Regular for December 1, 2025**

<b>Check</b>	<b>Vendor Name</b>	<b>Description</b>	<b>Check Amount</b>
19417	CC Excel Properties	Rent for 12-2025.	\$ 7,250.00
19418	Emily Martinez	Car allowance for 12-2025, ED.	600.00
19419	Unum Life Insurance Company	Long term care premium for 12-2025.	461.50
<b>Report Total</b>			<b>\$ 8,311.50</b>

Coastal Bend Council of Governments  
Accounts Payable Check Register  
Cash Regular for December 17, 2025

Check	Vendor Name	Description	Check Amount
19420	Department of Info. Resources	Services for 09-01 to 09-30,2025.9-1-1.	\$ 34,605.09
19421	Foremost Telecommunications	Services for 01-01 to 01-31-2026.9-1-1.	1,014.00
19422	NADO	2026 Dues for NADO Membership.	3,000.00
19423	Abila, Inc.	MIP Maintenance & Support for 12-2025.	846.59
19424	Aflac Inc	Payroll deductions for 12-2025.	30.65
19425	Amazon	Portable monitor and wireless mouse.9-1-1.	254.78
		Post-it notes, planners, and erasable calendar.	
19426	APC Home Health Services, Inc.	Health services for 10-01 to 10-31,2025.AAA.	2,586.02
19427	Aransas County Council on Agin	Services for 10-01 to 10-31,2025.AAA.	5,812.00
19428	AT & T Mobility	Services for 10-20 to 11-19,2025.	1,296.82
19429	AT & T Mobility	Services for 12-08 to 01-07,2026.AAA.	198.77
19430	Bee First Primary Home Care	Health services for 10-01 to 10-15,2025.Personal Assistance.	192.00
19431	Brightspeed	Services for 12-01 to 12-31,2025.9-1-1.	103.21
19432	CB Center for Ind Living	Housing Navigator Services for 10-2025.	1,250.00
19433	Champion Energy Services, LLC	Services for 10-30 to 12-02,2025.	2,351.27
19434	Charter Communications	Recurring charges for internet services 11-23 to 12-22,2025.	7,876.90
		Services for 11-23 to 12-22,2025.9-1-1.	
		Services for 12-01 to 12-31,2025.9-1-1.	
		Services for 12-07 to 01-06,2026.9-1-1.	
19435	Chartwell Community Services	Health Services for 10-01 to 10-31,2025.Personal Assist & Respite in Home.	405.00
19436	Christina O. Edwardson	Mileage reimbursement for 11-01 to 11-24,2025.AAA.	129.71
19437	City of Corpus Christi	Services for 10-01 to 10-31,2025.AAA.	48,205.00
19438	Community Action Corp. So. TX	Services for 10-01 to 10-31,2025.AAA.	35,178.00
19439	Computer Solutions	Netwatch Standard Security & Cloud Storage Backup.12-2025.	9,159.42
19440	Cynthia Spurgat MS, RD, LD	Consulting Dietician Services for 11-2025.	2,750.00
19441	De Lage Landen Financial Serv	Sharp/BP-70C Lease for 11-15 to 12-14,2025.	409.13
19442	DOR ANS HOME HEALTH	Health services for 10-04 to 11-01,2025.Respite in Home.	630.00
19443	Duval County	Services for 10-01 to 10-31,2025.AAA.	6,684.00
19444	EAN Holdings, LLC	Rental services for 11-18 to 11-19,2025.T AtokukuVitz 9-1-1.	122.79
		Rental services for 11-20 to 11-21,2025.T AtokukuVitz 9-1-1.	
		Rental services for 11-20,2025.S Simms AAA.	
19445	Government Finance Off. Assoc.	GFOA Membership Dues 2026.	2,100.00
		Registration for Accounting Academy training 08-2026.J. Delgado.	

cont.

Coastal Bend Council of Governments  
Accounts Payable Check Register  
Cash Regular for December 17, 2025

Check	Vendor Name	Description	Check Amount
19446	Health Care Unlimited	Health services for 10-01 to 10-30,2025.Personal Assistance.	378.00
19447	Jennifer Bostick	Mileage reimbursement for 01-29 to 12-04,2025.HS.	655.27
		Mileage reimbursement for 1-15,2025.Victoria, TX.	
19448	Juana Marek	Mileage reimbursement for 10-23 to 12-04,2025.AAA.	124.08
19449	Kleberg County Human Services	Services for 10-01 to 10-31,2025.AAA.	8,028.00
19450	L. K. Jordan & Associates, Inc	Services for week ended 11-23,2025.Accountant.	4,775.05
		Services for week ended 11-30,2025.Accountant.	
		Services for week ended 12-07,2025.Accountant.	
19451	Live Oak County	Services for 10-01 to 10-31,2025.AAA.	2,371.00
19452	M. Nelda Barrera	Mileage reimbursement for 11-07 to 11-25,2025.AAA.	584.78
19453	Maricela De La Fuente	Services and mileage for 11-05 to 11-28,2025.AAA.	537.68
		Services and mileage for 11-10 to 11-28,2025.AAA.	
19454	Mary Afuso	Meals and mileage for RTAP conference.TXDOT.	576.30
		Mileage reimbursement for 11-10 to 11-20,2025.	
19455	Mi Casa Nursing Services Home	Health services for 10-01 to 10-16,2025.Personal Assistance.	225.00
19456	Northstar Professional	Window Cleaning Service for 12-2025.	130.00
19457	Nueces Co Senior Community Srv	Services for 10-01 to 10-31,2025.AAA.	9,163.00
19458	Outreach Health Services	Health services for 10-01 to 10-30,2025.F2F and AAA.	2,052.00
19459	Refugio Co Elderly Services	Services for 10-01 to 10-31,2025.AAA.	2,368.00
19460	Rural Economic Assistance Inc.	Health services for 10-01 to 10-13,2025.Personal Assistance.	1,225.00
		Total Transportation Trips for 10-2025.	
19461	Saenz Home Health Services Inc	Health services for 10-01 to 10-04,2025.Personal Assistance.	300.00
		Health services for 10-05 to 10-14,2025.Personal Assistance.	
19462	Saint Frances Home Health	Health services for 10-01 to 10-31,2025.Respite in Home.	225.00
19463	Sal Ochoa	Mileage reimbursement for 11-14,2025.Solid Waste.	141.40
19464	SpectrumVoIP	Services for 01-01 to 01-31,2026.	27.11
19465	Texas A & M University - C.C.	RFP Workforce & Economic Accelerator Services for 11-2025.	4,863.18
19466	Valley Telephone Cooperative	Services for 11-01 to 11-30,2025.9-1-1.	456.00
19467	Corina A. Saenz	Ad-hoc Human Resources Support for 09 to 02-2026.	1,350.00
<b>Report Total</b>			<b>\$ 207,747.00</b>

Coastal Bend Council of Governments  
Accounts Payable Check Register  
Cash Regular for December 30, 2025

Check	Vendor Name	Description	Check Amount
19468	Department of Info. Resources	Services for 10-01 to 10-31,2025.9-1-1.	\$ 34,605.09
19469	Am. Med. Home Health, Beeville	Health services for 10-01 to 10-03,2025.Personal Assistance.	94.50
19470	Amazon	5 Portable Monitor Computer Displays.9-1-1. Headset, stapler, 2026 planner, and scissors.	503.70
19471	American Express	Christmas decor, maintenance supplies, Adobe,& BOD supplies.	2,255.95
19472	Brightspeed	Services for 12-04 to 01-03,2026.9-1-1.	78.00
19473	Charter Communications	Services for 12-14 to 01-13,2026.9-1-1.	8,766.38
19474	Christina O. Edwardson	Mileage reimbursement for 12-01 to 12-22,2025.AAA.	145.53
19475	Cintas	AED automatic agreement. Disinfectant wipes restocked. First aid cabinet restocked. Installed and filled first aid cabinet & bleeding control kit. Large full trauma bag.	1,716.10
19476	City of Corpus Christi	Services for 11-10 to 12-08,2025. Services for 11-10 to 12-09,2025.AAA.	531.44
19477	Coastal Cleaning	Janitorial services for 12-2025.	1,825.00
19478	Computer Solutions	Micrsoft Exch,Office 365,Power Bi & Adobe for 12-2025.	604.36
19479	De Lage Landen Financial Serv	Sharp/BP-70C Lease for 12-15 to 01-14,2026.	409.13
19480	Erika Luna	Mileage reimbursement for 11-01 to 12-18,2025.AAA.	29.40
19481	Jose Pereida	Mileage reimbursement for 12-19,2025.	227.29
19482	Joseph Bernadas	Website Development Services for 12-2025.	290.00
19483	Luz lumb	Mileage reimbursement for 12-09 to 12-17,2025.CCT & I-PLAN.	73.43
19484	Orkin	Services for 12-2025.	150.00
19485	Shanice Moya	Mileage reimbursement for 10-07 to 11-13,2025.AAA.	122.71
19486	TK Telecom Saving	Telecommunications savings services.9-1-1.	10,444.04
19487	TML - IEBP	Health, dental, and life benefits for 12-2025.	40,005.38
19488	U.S. Bank	AAA domain renewal for 11-2025. ADRC domain renewal for 12-2025. Artball Luncheon, Executive Team Budget Discussion Luncheon, Registration & Hotel Stay for Texas Lyceum conference. Business lunch with Better Business Bureau. Creator Pro,Microsoft Co Pilot. Email service for mass mailouts, 11-2025. Outreach material.SMP. Report covers,Adobe Perpetual License,Classification folders. RTAP Conference registration fee.TXDOT, 12-2025. Slack monthly subscription.Office supplies.9-1-1. Wireless mouse, command hooks, label tape, AAA batteries.9-1-1. Yeti Cups, items for staff luncheon, coffee creamer & water.	7,782.14
<b>Report Total</b>			<b>\$ 110,659.57</b>

**Coastal Bend Council of Governments**  
**ACH Check Register**  
**Cash Regular for December 2025**

<b>Check</b>	<b>Vendor Name</b>	<b>Description</b>	<b>Check Amount</b>
ACH Alliance for Community Solutions		Evolis primacy duplex printer and laminator.HS.	\$ 5,763.30
ACH Amy Villarreal		Travel Advance for Housing Navigator Conference.	469.10
ACH Community Loan Center-Program		Payroll deductions for 12-12-25 PR.	300.51
ACH Community Loan Center-Program		Payroll deductions for 12-24-25 PR.	300.51
ACH Emily Martinez		Car allowance for 01-2026, ED.	800.00
ACH Frontier Communications		Services for 11-19 to 12-18,2025.9-1-1.	144.74
ACH Frontier Communications		Services for 11-19 to 12-18,2025.9-1-1.	2,083.05
ACH Frontier Communications		Services for 11-22 to 12-21,2025.9-1-1.	297.38
ACH Frontier Communications		Services for 11-28 to 12-27,2025.9-1-1.	360.20
ACH G&S Innovations LLC		Draw - painting at building and deposit on correction order.	7,337.50
ACH G&S Innovations LLC		Deposit for Painting.	7,478.00
ACH Google Cloud		Google Cloud for 11-2025.	288.64
ACH Jennifer Bostick		TAP - one time pay for dept management.	500.00
ACH Navitas Credit Corp		Rental of Phones for 1-2026.	621.66
ACH Sylvia Alvarado		Travel Advance for Housing Navigator Conference.	469.10
<b>Report Total</b>			<b>\$ 27,213.69</b>

**Coastal Bend Council of Governments  
 Schedule of Bank Transfers  
 For Month Ended 12/31**

<b>Date of Transfers</b>	<b>Transfer From</b>	<b>Transfer To</b>	<b>To Reimburse Check #s</b>	<b>Amount of Transfers</b>
12/9/2025	Regular Account	Payroll Account	21222-21252	57,750.86
12/18/2025	Regular Account	Operating Account	30446-30489	8,778.04
12/22/2025	Regular Account	Payroll Account	21253-21285	60,625.65
<b>Total Transfers</b>				<b>\$ 127,154.55</b>

**Coastal Bend Council of Governments  
Schedule of Payroll Transactions  
For Month Ended December 31, 2025**

<b>Payroll disbursements for payroll period ended December 7</b>	<b>\$ 57,750.86</b>
<b>941 Tax Deposit for payroll period ended December 7</b>	<b>\$ 15,695.17</b>
<b>ICMA 401a and 457 contributions for payroll period ended December 7</b>	<b>\$ 10,312.17</b>
<b>Payroll disbursements for payroll period ended December 21</b>	<b>\$ 60,625.65</b>
<b>941 Tax Deposit for payroll period ended December 21</b>	<b>\$ 16,616.69</b>
<b>ICMA 401a and 457 contributions for payroll period ended December 21</b>	<b>\$ 10,312.16</b>
<b>Total Payroll Disbursements at December 31</b>	<b><u>\$ 171,312.70</u></b>

**Coastal Bend Council of Governments  
Schedule of Cash Transactions  
For Month Ended January 31, 2026**

Cash balance at January 1, 2026		<u>\$ 854,474.32</u>
<b>Cash receipts for January 2026</b>		
Cash receipts from deposits		
HHSC (AAA)	\$ 243,468.00	
GLO (Clean Coast)	\$ 24,411.11	
Homeland Security	\$ 21,311.90	
HHSC (ADRC)	\$ 15,219.98	
BBB of Metropolitan Houston (SMP Funds)	\$ 10,000.00	
HSGD & CJD Agreement	\$ 6,501.75	
TCEQ (Water Quality)	\$ 5,563.23	
Hurricane Conference Funding	\$ 3,720.00	
Alamo COG Reimb for PSAP Servicing	\$ 142.00	
Refund from Spectrum, Robstown Line	\$ 90.47	
Refund on Historical Electricity Vendor	\$ 85.22	
	\$ 330,513.66	
Transfer from Texpool-9-1-1 Account	429,343.85	
Transfer from Texpool-General Account	96,003.00	
Interest Income	2,910.59	
Total Cash receipts for January 2026	3.38% rate	<u>858,771.10</u>
Subtotal		1,713,245.42
Less: Cash disbursements for January 2026		
Cash disbursements for accounts payables	329,951.70	
Payroll disbursements	174,980.91	
Total Cash disbursements for January 2026		504,932.61
Cash balance at January 31, 2026***		<u>\$ 1,208,312.81</u>
***Cash balance by Account at January 31, 2026		
Regular Account	\$ 1,186,153.92	
Payroll Account	3,898.93	
Operating Account	18,259.96	
Total Cash balance at January 31, 2026		<u>\$ 1,208,312.81</u> \$
Investments in Texpool: Interest rate 3.6880%		
Investments in Tex-Pool at January 1, 2026		
Deposits	\$ 20,074.52	
Transfers to American Bank	96,003.00	TCEQ
Interest Earned for January 2026	(96,003.00)	
Interest Earned for January 2026	121.48	
Investments in Tex-Pool at January 31, 2026	<u>\$ 20,196.00</u>	
9-1-1 Fund:		
Investments in Tex-Pool at January 1, 2026		
Deposits	\$ 21,623.11	
Transfer to American Bank	429,343.85	CSEC
Interest Earned for January 2026	(429,343.85)	
Interest Earned for January 2026	395.81	
Investments in Tex-Pool at January 31, 2026	<u>\$ 22,018.92</u>	

Coastal Bend Council of Governments  
 Accounts Payable Check Register  
 Cash Operating for January 12, 2026

Check	Vendor Name	Description	Check Amount
30493	TXU Energy Assistance Group	Utilities assistance for 01-2026.AAA.	\$ 405.85
30494	Nueces Electric Cooperative	Utilities assistance for 01-2026.AAA.	300.00
30495	Direct Energy	Utilities assistance for 01-2026.AAA.	245.03
30496	City of Corpus Christi	Utilities assistance for 01-2026.AAA.	248.81
30497	City of Corpus Christi	Utilities assistance for 01-2026.AAA.	55.07
<b>Report Total</b>			<b>\$ 1,254.76</b>

Coastal Bend Council of Governments  
Accounts Payable Check Register  
Cash Operating for January 14, 2026

Check	Vendor Name	Description	Check Amount
30498	Reliant Energy	Utilities assistance for 01-2026.AAA.	\$ 300.00
30499	DEX Imaging, LLC	Sharp/BP-70C45 Copier Service for 11-01 to 11-30,2025.	873.34
30500	Goodwill Industries South TX.	Shredding Services for 12-2025.	73.08
30501	Gulf Coast Paper Co., Inc.	Copy paper (7 cases), toilet paper (1 case), and paper towels (2 cases).	545.76
30502	Jim Wells County Sheriffs Dept	Reimbursement for black and color ink cartridges.	82.58
30503	Kingsville Record	Subscription for 2026.	57.00
30504	Language Line Services	Services for 11-01 to 12-31,2025.9-1-1.	261.28
30505	Riviera Telephone Company	Services for 01-01 to 01-31,2026.9-1-1.	176.44
30506	The Hertz Corporation	Toll road fees for 10-2025.	11.39
30507	Thryv	Services for 01-01 to 01-31,2026.	50.15
<b>Report Total</b>			<b>\$ 2,431.02</b>

Coastal Bend Council of Governments  
Accounts Payable Check Register  
Cash Operating for January 28, 2026

Check	Vendor Name	Description	Check Amount
30508	AT & T Mobility	Services for 01-12 to 02-11,2026.9-1-1.	\$ 22.20
30509	Gulf Coast Paper Co., Inc.	Trash liners (1 case), paper towels (2 cases), and toilet paper (1 case).	206.80
30510	HHSC/OAAA	Refund requested from HHSC for FY25 closeout.	58.00
30511	Lee White	Mileage reimbursement for 01-11 to 01-12,2026.	209.75
30512	T-Mobile	Services for 12-09 to 01-08,2026.HS.	28.70
30513	Pedro Trevino Jr	Meals and Mileage for TARC 02-2026.Austin, TX.	567.83
<b>Report Total</b>			<b>\$ 1,093.28</b>

**Coastal Bend Council of Governments  
Accounts Payable Check Register  
Cash Regular for January 7, 2026**

<b>Check</b>	<b>Vendor Name</b>	<b>Description</b>	<b>Check Amount</b>
19489	CC Excel Properties	Rent for 01-2026.	\$ 7,250.00
19490	Unum Life Insurance Company	Long term care premium for 01-2026.	461.50
<b>Report Total</b>			<b>\$ 7,711.50</b>

Coastal Bend Council of Governments  
Accounts Payable Check Register  
Cash Regular for January 14, 2026

Check	Vendor Name	Description	Check Amount
19491	ODP Business Solutions,LLC	Office chairs.HS.	\$ 1,103.16
19492	Aflac Inc	Payroll deductions for 01-2026.	30.65
19493	Am. Med. Home Health, Beeville	Health services for 01-20 to 01-31,2025.Personal Assistance.	189.00
19494	Amazon	15.6 inch touchscreen calendar chart. Turntables, notebooks, and sharpies. White-out, ink cartridges, keyboard & mouse, and pens.HS. Wireless headset and dry erase markers.AAA.	651.64
19495	APC Home Health Services, Inc.	Services for 11-03 to 11-26,2025.Personal Assist & Respite in Home.	913.19
19496	Aransas County Council on Agin	Services for 11-01 to 11-30,2025.AAA.	5,812.00
19497	AT & T Mobility	Services for 11-20 to 12-19,2025.	4,982.31
19498	CB Center for Ind Living	Housing Navigator Services for 11-2025.	1,250.00
19499	Champion Energy Services, LLC	Services for 12-02 to 01-05,2026.	1,989.52
19500	Charter Communications	Services for 01-01 to 01-31,2026.9-1-1. Services for 01-07 to 02-06,2026.9-1-1. Services for 12-23 to 01-22,2026.9-1-1.	5,993.14
19501	City of Corpus Christi	Services for 11-01 to 11-30,2025.AAA.	48,205.00
19502	Community Action Corp. So. TX	Services for 11-01 to 11-30,2025.AAA.	31,312.00
19503	Cynthia Spurgat MS, RD, LD	Consulting Dietician Services for 12-2025.	2,750.00
19504	Duval County	Services for 11-01 to 11-30,2025.AAA.	6,684.00
19505	EAN Holdings, LLC	Rental services for 12-14 to 12-16,2025.A. Villarreal AAA. Toll road fees for 12-2025.A. Villarreal AAA.	251.15
19506	Health Care Unlimited	Services for 11-04 to 11-05,2025.Personal Assistance. Services for 11-28,2025.Respite in Home.	91.13
19507	Kleberg County Human Services	Services for 11-01 to 11-30,2025.AAA.	8,028.00
19508	Live Oak County	Services for 11-01 to 11-30,2025.AAA.	2,371.00
19509	M. Nelda Barrera	Mileage reimbursement for 12-02 to 12-30,2025.	583.10
19510	Maricela De La Fuente	Services and mileage for 12-09 to 12-30,2025.AAA.	2,305.95
19511	Nueces Co Senior Community Srv	Services for 11-01 to 11-30,2025.AAA.	9,163.00
19512	Nueces County Sheriff Dept.	Leadership & Supervision Course, 09-2025 to 12-2025.	9,612.00
19513	Refugio Co Elderly Services	Services for 11-01 to 11-30,2025.AAA.	2,420.00
19514	Rural Economic Assistance Inc.	Total Transportation Trips for 11-2025.	1,300.00
			cont.

**Coastal Bend Council of Governments  
Accounts Payable Check Register  
Cash Regular for January 14, 2026**

<b>Check</b>	<b>Vendor Name</b>	<b>Description</b>	<b>Check Amount</b>
19515	SmartCom Telephone	Services for 01-01 to 01-31,2026.9-1-1.	234.00
19516	Sylvia Alvarado	Additional lodging - ADRC Housing Navigator Conference 12-2025. Mileage reimbursement for 09-25 to 11-25,2025. Reimbursement for supplies for Christmas luncheon.	79.16
19517	Texas Windstorm Insurance	Windstorm Insurance 1st Quarter 2026.	3,156.54
19518	Uresti Senior Assistance	Services for 10-01 to 10-31,2025.Personal Assist & Respite in Home. Services for 11-01 to 11-30,2025.Respite in Home.	940.00
19519	Valley Telephone Cooperative	Services for 12-01 to 12-31,2025.9-1-1.	456.00
<b>Report Total</b>			<u>\$ 152,856.64</u>

Coastal Bend Council of Governments  
Accounts Payable Check Register  
Cash Regular for January 28, 2026

Check	Vendor Name	Description	Check Amount
19520	AFLAC	Payroll deductions for 12-2025.	\$ 1,829.34
19521	Department of Info. Resources	Services for 11-01 to 11-30,2025.9-1-1.	34,605.09
19522	Foremost Telecommunications	Services for 02-01 to 02-28,2026.9-1-1.	1,014.00
19523	Judy Telge	Meals & Lodging for Housing Navigator Conference.12-14 to 12-16,2025.	486.14
19524	Aflac Inc	Payroll deductions for 02-2026.	30.65
19525	Amazon	Keyboard and mouse, labor law posters, and coffee supplies.	297.55
19526	American Express	Supplies for bathroom, corner guards, and grass control.	797.06
19527	AT & T Mobility	Services for 01-08 to 02-07,2026.AAA.	198.77
19528	Best Buy	2.7 Cu Ft Compact Fridge for ED office, ergonomic keyboard and mouse.	339.97
19529	Charter Communications	Recurring charges for internet services 12-23 to 01-22,2026.	10,582.70
		Services for 01-14 to 02-13,2026.9-1-1.	
19530	City of Corpus Christi	Services for 12-08 to 01-08,2026.	528.25
19531	Coastal Cleaning	Janitorial services for 01-2026.	1,825.00
19532	Computer Solutions	3 HP ProBooks with Onsite Support Extended Service.HS.	13,627.08
		Netwatch Standard Security & Cloud Storage Backup.01-2026.	
19533	Culligan Quench	Water services for 01-01 to 01-31,2026.	50.82
19534	EAN Holdings, LLC	Rental services for 01-13 to 01-15,2026.A. Villarreal AAA.	196.13
19535	Griselda Ramos	Mileage reimbursement for 11-10 to 12-31,2025.	703.00
19536	Joseph Bernadas	Website Development Services for 01-2026.	290.00
19537	Mary Afuso	Meal reimbursement for TxDOT Transportation Workshop.	196.53
19538	Northstar Professional	Window Cleaning Service for 01-2026.	130.00
19539	Nueces County Sheriff Dept.	Leadership & Supervision Course for 11-2025.	1,430.00
19540	Orkin	Services for 01-2026.	165.00
19541	SpectrumVoIP	Services for 02-01 to 02-28,2026.	27.06
19542	TML - IEBP	Health, dental, and life benefits for 01-2026.	47,911.40
19543	AFLAC	Payroll deductions for 01-2026.	2,614.98
<b>Report Total</b>			<b>\$ 119,876.52</b>

Coastal Bend Council of Governments  
 ACH Check Register  
 Cash Regular for January 2026

Check	Vendor Name	Description	Check Amount
ACH Adam Guerra		Travel Advance for TARC 02-2026.Austin TX.	\$ 511.03
ACH Amy Villarreal		Travel Advance for TARC 02-2026.Austin TX.	280.00
ACH Amy Villarreal		Travel Advance for DETCOG Logistics for Leadership.Lufkin, TX.	418.60
ACH Christopher Paul		Travel Advance for TARC 02-2026.Austin TX.	636.03
ACH Community Loan Center-Program		Payroll deductions for 01-09,2026 PR.	300.51
ACH Community Loan Center-Program		Payroll deductions for 01-23,2026 PR.	300.51
ACH Emily Martinez		Car Allowance & Travel Advance for TARC 02-2026.Austin TX.	1,491.03
ACH Emily Martinez		Travel Advance for Texas Lyceum 01-2026.Austin TX.	433.20
ACH Frontier Communications		Services for 12-19,2025 to 01-18,2026.9-1-1.	2,081.86
ACH Frontier Communications		Services for 12-19,2025 to 01-18,2026.9-1-1.	144.74
ACH Frontier Communications		Services for 12-22,2025 to 01-21,2026.9-1-1.	297.76
ACH Frontier Communications		Services for 12-28,2025 to 01-27,2026.9-1-1.	360.20
ACH G&S Innovations LLC		Painting expenditures labor.	3,780.00
ACH G&S Innovations LLC		Completion of repainting walls and painting restrooms.	7,542.50
ACH G&S Innovations LLC		Painting expenditures labor change order.	1,181.00
ACH G&S Innovations LLC		Down payment for painting AAA doors.	450.00
ACH Gilbert Guajardo		Travel Advance for TARC 02-2026.Austin TX.	830.31
ACH Google Cloud		CBCOG Website Hosting Services for 12-2025.	299.63
ACH Jose Pereida		Travel Advance for TARC 02-2026.Austin TX.	666.03
ACH Katelynn Acevedo		Travel Advance for TNT/PETS meeting.Austin TX.	200.00
ACH Navitas Credit Corp		Phone Leasing Fees for 02-2026.	621.66
ACH Noel Esquivel		Travel Advance for CSEC workshop 01-2026.	310.00
ACH Noel Esquivel		Travel Advance for TARC 02-2026.Austin TX.	200.00
ACH Sal Ochoa		Travel Advance for TARC 02-2026.Austin TX.	506.68
ACH Shanice Moya		Travel Advance for TARC 02-2026.Austin TX.	950.52
ACH Texas Workforce Commission		Payment for SUTA taxes.	162.69
ACH U.S. Bank		Illustrator, lodging and meals for Housing Navigator Conference, screen protectors, breakfast for Essential Document Planning, file jackets for payables, catering and items for staff luncheon, employee incentives, ED business luncheon, parking for Texas Chemical Council luncheon, email service for mass mailouts.AAA, iPad 13 pro, apple pencil and keyboard, SCAUG conference registration, lodging for RTAP conference, slack subscription, Nena membership, and registration for Texas Public Safety conference.	18,057.33
ACH United States Treasury		Schedule of Excess Life Insurance taxes.	1,714.16
<b>Report Total</b>			<b>\$ 44,727.98</b>

**Coastal Bend Council of Governments  
 Schedule of Bank Transfers  
 For Month Ended 01/31**

<b>Date of Transfers</b>	<b>Transfer From</b>	<b>Transfer To</b>	<b>To Reimburse Check #s</b>	<b>Amount of Transfers</b>
1/6/2026	Regular Account	Payroll Account	21286-21317	59,746.31
1/20/2026	Regular Account	Payroll Account	21318-21350	60,989.01
1/29/2026	Regular Account	Operating Account	30490-30512	4,406.35
<b>Total Transfers</b>				<b>\$ 125,141.67</b>

**Coastal Bend Council of Governments  
Schedule of Payroll Transactions  
For Month Ended January 31, 2026**

<b>Payroll disbursements for payroll period ended January 4</b>	<b>\$ 59,746.31</b>
<b>941 Tax Deposit for payroll period ended January 4</b>	<b>\$ 16,221.03</b>
<b>ICMA 401a and 457 contributions for payroll period ended January 4</b>	<b>\$ 10,646.78</b>
<b>Payroll disbursements for payroll period ended January 18</b>	<b>\$ 60,989.01</b>
<b>941 Tax Deposit for payroll period ended January 18</b>	<b>\$ 16,634.07</b>
<b>ICMA 401a and 457 contributions for payroll period ended January 18</b>	<b>\$ 10,743.71</b>
<b>Total Payroll Disbursements at January 31</b>	<b><u>\$ 174,980.91</u></b>

**Coastal Bend Council of Governments  
Schedule of Cash Transactions  
For Month Ended February 28, 2026**

Cash balance at February 1, 2026		<u>\$ 1,208,312.81</u>
<b><u>Cash receipts for February 2026</u></b>		
Cash receipts from deposits		
HHSC (AAA)	\$ 266,339.00	
Homeland Security	\$ 51,597.73	
EDA (Planning)	\$ 32,285.55	
HHSC (ADRC)	\$ 11,598.58	
Hurricane Conference Funding	\$ 10,360.00	
HSGD & CJD Agreement	\$ 8,065.49	
EDA (Workforce)	\$ 5,996.63	
Membership Dues	\$ 2,391.00	
Employee Reimbursements	\$ 322.72	
Alamo COG Reimb for PSAP Servicing	\$ 142.00	
Program Income, Personal Assistance (AAA)	\$ 40.00	
	\$ 389,138.70	
Transfer from Texpool-9-1-1 Account	30,548.81	
Transfer from Texpool-General Account	-	
Interest Income 3.43% rate	3,476.22	
Total Cash receipts for February 2026		<u>423,163.73</u>
 Subtotal		 1,631,476.54
Less: Cash disbursements for February 2026		
Cash disbursements for accounts payables	322,546.06	
Payroll disbursements	174,989.42	
Total Cash disbursements for February 2026		497,535.48
Cash balance at February 28, 2026***		<u>\$ 1,133,941.06</u>
***Cash balance by Account at February 28, 2026		
Regular Account	\$ 1,111,121.78	
Payroll Account	3,943.31	
Operating Account	18,875.97	
Total Cash balance at February 28, 2026		<u>\$ 1,133,941.06</u> \$
Investments in Texpool: Interest rate 3.6916%		
Investments in Tex-Pool at February 1, 2026	\$ 20,196.00	
Deposits	-	
Transfers to American Bank	-	
Interest Earned for February 2026	57.00	
Investments in Tex-Pool at February 28, 2026		<u>\$ 20,253.00</u>
9-1-1 Fund:		
Investments in Tex-Pool at February 1, 2026	\$ 22,018.92	
Deposits	30,548.81	CSEC
Transfer to American Bank	(30,548.81)	
Interest Earned for February 2026	80.66	
Investments in Tex-Pool at February 28, 2026		<u>\$ 22,099.58</u>

Coastal Bend Council of Governments  
 Accounts Payable Check Register  
 Cash Operating for February 11, 2026

Check	Vendor Name	Description	Check Amount
30514	Stream SPE, LTD	Utilities Assistance for 02-2026.AAA.	\$ 319.32
30515	Direct Energy	Utilities Assistance for 02-2026.AAA.	263.80
30516	City of Corpus Christi	Utilities Assistance for 02-2026.AAA.	300.00
30517	City of Corpus Christi	Utilities Assistance for 02-2026.AAA.	620.00
30518	City of Corpus Christi	Utilities Assistance for 02-2026.AAA.	300.00
30519	TXU Energy Assistance Group	Utilities Assistance for 02-2026.AAA.	350.00
30520	Reliant Energy	Utilities Assistance for 02-2026.AAA.	230.29
30521	Stream SPE, LTD	Utilities Assistance for 02-2026.AAA.	207.88
30522	TXU Energy Assistance Group	Utilities Assistance for 02-2026.AAA.	129.15
30523	Reliant Energy	Utilities Assistance for 02-2026.AAA.	300.00
30524	Angels Among Us Home Care,LLC	Health services for 10-14 to 10-31,2025.ADRC Respite in Home.	354.00
30525	Language Line Services	Services for 01-2026.9-1-1.	98.29
30526	Riviera Telephone Company	Services for 02-01 to 02-28,2026.9-1-1.	176.44
30527	The Progress	Subscription for 2026.	49.00
30528	Thryv	Services for 02-01 to 02-28,2026.	50.15
30529	WEX Bank	Fuel for 12-16 to 01-15,2026.	24.90
<b>Report Total</b>			<b>\$ 3,773.22</b>

Coastal Bend Council of Governments  
 Accounts Payable Check Register  
 Cash Operating for February 25, 2026

Check	Vendor Name	Description	Check Amount
30530	AT & T Mobility	Services for 02-12 to 03-11,2026.9-1-1.	\$ 22.20
30531	DEX Imaging, LLC	Sharp/BP-70C45 Copier Service for 02-01 to 02-28,2026.	602.35
30532	Goodwill Industries South TX.	Shredding Services for 01-2026.	73.08
30533	T-Mobile	Services for 01-09 to 02-08,2026.HS.	28.70
30534	WEX Bank	Fuel for 01-16 to 02-15,2026.	212.45
<b>Report Total</b>			<b>\$ 938.78</b>

**Coastal Bend Council of Governments  
Accounts Payable Check Register  
Cash Regular for February 2, 2026**

<b>Check</b>	<b>Vendor Name</b>	<b>Description</b>	<b>Check Amount</b>
19544	CC Excel Properties	Rent for 02-2026.	\$ 7,250.00
19545	Unum Life Insurance Company	Long term care premium for 02-2026.	499.50
<b>Report Total</b>			<b>\$ 7,749.50</b>

Coastal Bend Council of Governments  
Accounts Payable Check Register  
Cash Regular for February 11, 2026

Check	Vendor Name	Description	Check Amount
19546	Abila, Inc.	MIP Maintenance & Support for 01-2026.	\$ 846.59
19547	Amazon	Accordion files, 3-ring binders, and expanding file wallets. Four picture frames for ED.	377.87
19548	Aransas County Council on Aging	Services for 12-01 to 12-31,2025.AAA.	6,182.00
19549	Armadillo Disposal	Removed electronic waste, furniture, and trash.	880.00
19550	AT & T Mobility	Services for 12-20 to 01-19,2026.	1,796.80
19551	Bee First Primary Home Care	Health services for 12-31,2025.Personal Assistance.	48.00
19552	CB Center for Ind Living	Housing Navigator Services for 12-2025.	1,250.00
19553	Champion Care Inc	Health services for 12-12 to 12-26,2025.ADRRC Respite in Home.	204.00
19554	Champion Energy Services, LLC	Services for 01-03 to 02-03,2026.	1,710.32
19555	Charter Communications	Recurring charges for internet services 01-23 to 02-22,2026. Services for 01-23 to 02-22,2026.9-1-1. Services for 02-01 to 02-28,2026.9-1-1.	5,663.62
19556	Christina O. Edwardson	Mileage reimbursement for 01-05 to 01-30,2026.	148.38
19557	Cintas	AED automatic agreement 12-2025. AED automatic agreement 01-2026. First aid cabinet restocked.	386.03
19558	Community Action Corp. So. TX	Services for 12-01 to 12-31,2025.AAA.	34,856.00
19559	Computer Solutions	Micrsoft Exch,Office 365, & Power Bi for 01-2026.	280.50
19560	Culligan Quench	Water services for 02-01 to 02-28,2026.	55.98
19561	De Lage Landen Financial Serv	Sharp/BP-70C Lease for 01-15 to 02-14,2026.	409.13
19562	Duval County	Services for 12-01 to 12-31,2025.AAA.	7,089.00
19563	EAN Holdings, LLC	Rental services for 01-21 to 01-22,2026.S Simms AAA. Rental services for 01-21 to 01-23,2026.K. Acevedo 9-1-1.	248.65
19564	Felipa Wilmot	Mileage reimbursement for 12-01 to 12-16,2025. Mileage reimbursement for 01-06 to 01-28,2026.	492.10
19565	Health Care Unlimited	Health services for 12-02 to 12-31,2025.Pers Assist and Respite in Home.	594.00
19566	Katelynn Acevedo	Fuel reimbursement for TNT/PET meeting, 01-2026.	15.00
19567	Kleberg County Human Services	Services for 12-01 to 12-31,2025.AAA.	8,504.00
19568	Live Oak County	Services for 12-01 to 12-31,2025.AAA.	2,539.00

cont.

Coastal Bend Council of Governments  
Accounts Payable Check Register  
Cash Regular for February 11, 2026

Check	Vendor Name	Description	Check Amount
19569	Los Milagros Construction	Installed electric water heater 12-2025.Residential Repairs.	2,100.00
19570	Luz Lumb	Mileage reimbursemenet for 01-05 to 01-20,2026.	70.54
19571	M. Nelda Barrera	Mileage reimbursement for 01-06 to 01-30,2026.	588.20
19572	Mary Afuso	Mileage reimbursement for 01-15 to 01-29,2026. Meals and mileage for TARC 02-2026.	660.89
19573	Nueces Co Senior Community Srv	Services for 12-01 to 12-31,2025.AAA.	9,632.00
19574	Outreach Health Services	Health services for 12-03 to 12-12,2025.Personal Assistance. Health services for 12-18 to 12-31,2025.Personal Assistance.	414.00
19575	Refugio Co Elderly Services	Services for 12-01 to 12-31,2025.AAA.	2,452.00
19576	Rural Economic Assistance Inc.	Rides provided for 12-2025.AAA.	800.00
19577	Sal Ochoa	Mileage reimbursement for 01-15 to 01-30,2026.	170.39
19578	Sharps Compliance, Inc	18 Gal Medsafe Liner, Wellness Pharmacy. 38 Gal Medsafe Liner, Alice, TX. 38 Gal Medsafe Liner, Three Rivers.	1,510.50
19579	SmartCom Telephone	Services for 02-01 to 02-28,2026.9-1-1.	234.00
19580	Texas A & M University - C.C.	RFP Workforce & Economic Accelerator Services for 12-2025.	2,615.01
19581	Valley Telephone Cooperative	Services for 01-01 to 01-31,2026.9-1-1.	456.00
19582	VIP Providers, Inc.	Health services for 10-01 to 10-31,2025.AAA, ADRC, F2F. Health services for 11-02 to 11-30,2025.AAA and ADRC. Health services for 12-01 to 12-31,2025.Pers Assist and Respite in Home.	5,322.21
19583	VTX Communications	Services for 12-15 to 01-14,2026.9-1-1. Services for 01-15 to 02-14,2026.9-1-1.	434.59
19584	City of Corpus Christi	Services for 12-01 to 12-31,2025.AAA.	51,002.00
<b>Report Total</b>			<b>\$ 153,039.30</b>

Coastal Bend Council of Governments  
Accounts Payable Check Register  
Cash Regular for February 25, 2026

Check	Vendor Name	Description	Check Amount
19585	City Of Rockport	TEEX #1080 course reimbursment for L. Riley. TX Public Safety Conference reimbursment for V. Fruia.	\$ 1,190.94
19586	Department of Info. Resources	Services for 12-01 to 12-31,2025.9-1-1.	34,605.09
19587	ESRI	GIS Maintenance for 03-2026 to 02-2027.9-1-1.	21,614.90
19588	Foremost Telecommunications	Services for 03-01 to 03-31,2026.9-1-1.	1,014.00
19589	Abila, Inc.	MIP Maintenance & Support for 02-2026.	846.59
19590	AFLAC	Payroll deductions for 02-2026.	2,614.98
19591	Aflac Inc	Payroll deductions for 03-2026.	30.65
19592	Amazon	Labor posters, monitor stands, coffee supplies, and gloves.	376.95
19593	American Express	I-PLAN domain renewal, movers, and carpet supplies.	2,661.75
19594	APC Home Health Services, Inc.	Health services for 12-03 to 12-31,2025.AAA/ADRC Respite in Home.	199.36
19595	Charter Communications	Services for 02-07 to 03-06,2026.9-1-1. Services for 02-14 to 03-13,2026.9-1-1.	10,919.41
19596	Cintas	First aid cabinet restocked.	156.51
19597	City of Corpus Christi	Services for 01-07 to 02-09,2026.	474.69
19598	Coastal Cleaning	Janitorial services for 02-2026.	1,825.00
19599	Computer Solutions	Netwatch Standard Security & Cloud Storage Backup.02-2026.	9,159.42
19600	Cynthia Spurgat MS, RD, LD	Consulting Dietician Services for 01-2026.	2,750.00
19601	EAN Holdings, LLC	Rental services for 01-27 to 01-30,2026.N Esquivel 9-1-1. Rental services for 01-28 to 01-29,2026.S Simms AAA. Rental services for 02-01 to 02-04,2026.S Moya AAA. Rental services for 02-03 to 02-05,2026.N Esquivel 9-1-1. Rental services for 02-06,2026.S Simms AAA.	851.95
19602	Joseph Bernadas	Website Development Services for 02-2026.	290.00

cont.

Coastal Bend Council of Governments  
Accounts Payable Check Register  
Cash Regular for February 25, 2026

Check	Vendor Name	Description	Check Amount
19603	Maricela De La Fuente	Services and mileage for 01-09 to 01-29,2026.AAA.	1,288.15
		Services and mileage for 01-13 to 01-22,2026.ADRG.	
		Services and mileage for 01-13 to 01-28,2026.AAA.	
19604	Northstar Professional	Window Cleaning Service for 02-2026.	130.00
19605	Nueces County Sheriff Dept.	Leadership & Supervision Course for 01-2026 to 02-2026.	6,250.00
19606	Orkin	Services for 02-2026.	15.00
19607	Shanice Moya	Additional lodging for ADRG/TARG meeting 02-2026.	38.62
19608	Sharps Compliance, Inc	38 and 18 Gal Medsafe Liners, CBCOG.	2,078.75
		38 Gal Medsafe Liner, Aransas Pass.	
		38 Gal Medsafe Liner, Ingleside.	
19609	SpectrumVoIP	Services for 03-01 to 03-31,2026.	27.06
19610	TK Telcom Saving	Telecommunications savings services.9-1-1.	14,186.77
19611	VTX Communications	Services for 02-15 to 03-14,2026.9-1-1.	217.75
19612	TK Telcom Saving	Telecommunications savings services.9-1-1.	8,178.27
<b>Report Total</b>			<b>\$ 123,992.56</b>

Coastal Bend Council of Governments  
Accounts Payable Check Register  
Cash Regular for February 27, 2026

Check	Vendor Name	Description	Check Amount
19613	U.S. Bank	TARC leadership report, Adobe, Illustrator, Microsoft Co-Pilot, 2025 W-2 envelopes, airfare for Personnel Budget Training, airfare for Public Procurement Overview Training, airfare for Accounting Academy, lodging for Accounting Academy, lodging for Personnel Budget Training, lodging for Public Procurement Overview Training, renewal of domain coastalbendcog.org, lodging for TARC, deposit on moving labor, 1099-NEC & 1099-MISC filing fees, coffee maker, HP 9135e printers (2), HP 936 ink, retreat meals, retreat lodging, meeting for TAMU-CC, email service for mass mailouts, domain renewal for CBCOGAAA.org, business cards for broadband director and accountant, TX Lyceum registration, TNT first quarter meeting, 9-1-1 Educators of Texas meeting, lodging for PETS/TNT, Texas Public Safety Conference registration, Slack subscription, lodging for CSEC workshop, and NENA membership dues.	\$ 18,359.75
19614	CC Excel Properties	Rent for 03-2026.	7,250.00
19615	Emily Martinez	Car allowance for 03-2026, ED.	800.00
19616	Unum Life Insurance Company	Long term care premium for 03-2026.	467.70
<b>Report Total</b>			<b>\$ 26,877.45</b>

Coastal Bend Council of Governments  
 ACH Check Register  
 Cash Regular for February 2026

Check	Vendor Name	Description	Check Amount
ACH Community Loan Center-Program		Payroll deductions for 02-06,2026 PR.	\$ 257.58
ACH Community Loan Center-Program		Payroll deductions for 02-20,2026 PR.	300.51
ACH Emily Martinez		Travel Advance for TX Lyceum quarterly meeting 02-2026.	407.15
ACH Frontier Communications		Services for 01-19 to 02-18,2026.9-1-1.	144.54
ACH Frontier Communications		Services for 01-19 to 02-18,2026.9-1-1.	2,080.97
ACH Frontier Communications		Services for 01-22 to 02-21,2026.9-1-1.	386.36
ACH Frontier Communications		Services for 01-28 to 02-27,2026.9-1-1.	359.61
ACH Google Cloud		Cloud Hosting Services for 01-2026.	300.03
ACH G&S Innovations LLC		Balance of AAA door painting.	650.00
ACH Navitas Credit Corp		Phone leasing fees for 03-2026.	621.66
ACH Pitney Bowes Global Financial		Postage Meter Lease for 11-20,2025 to 02-19,2026.	666.84
<b>Report Total</b>			<b>\$ 6,175.25</b>

**Coastal Bend Council of Governments**  
**Schedule of Bank Transfers**  
**For Month Ended 02/28**

<b>Date of Transfers</b>	<b>Transfer From</b>	<b>Transfer To</b>	<b>To Reimburse Check #s</b>	<b>Amount of Transfers</b>
2/3/2026	Regular Account	Payroll Account	21351-21383	61,685.32
2/17/2026	Regular Account	Payroll Account	21384-21415	59,358.65
2/26/2026	Regular Account	Operating Account	30513-30534	5,279.83
<b>Total Transfers</b>				<b>\$ 126,323.80</b>

**Coastal Bend Council of Governments  
Schedule of Payroll Transactions  
For Month Ended February 28, 2026**

<b>Payroll disbursements for payroll period ended February 1</b>	<b>\$ 61,685.32</b>
<b>941 Tax Deposit for payroll period ended February 1</b>	<b>\$ 16,439.13</b>
<b>ICMA 401a and 457 contributions for payroll period ended February 1</b>	<b>\$ 10,743.20</b>
<b>Payroll disbursements for payroll period ended February 15</b>	<b>\$ 59,358.65</b>
<b>941 Tax Deposit for payroll period ended February 15</b>	<b>\$ 16,198.09</b>
<b>ICMA 401a and 457 contributions for payroll period ended February 15</b>	<b>\$ 10,565.03</b>
<b>Total Payroll Disbursements at February 28</b>	<b><u>\$ 174,989.42</u></b>

**Coastal Bend Council of Governments  
Schedule of Cash Transactions  
For Month Ended March 31, 2026**

Cash balance at March 1, 2026		<u>\$ 1,133,941.06</u>
<b><u>Cash receipts for March 2026</u></b>		
Cash receipts from deposits		
HHSC (AAA)	\$ 251,178.00	
Membership Dues	\$ 157,924.00	
TXDOT	\$ 67,866.00	
CJD Academy	\$ 40,968.40	
Hurricane Conference Funding	\$ 24,992.00	
EDA (Planning)	\$ 21,540.90	
Violence Prevention	\$ 15,738.88	
GLO (Clean Coast)	\$ 11,006.61	
NCOA donation for Digital Literacy (ADRC)	\$ 10,000.00	
TCEQ (Water Quality)	\$ 8,683.13	
Program Income (CJD/HS)	\$ 7,500.00	
HHSC (ADRC)	\$ 6,518.64	
HSGD & CJD Agreement	\$ 6,490.44	
EDA (Workforce)	\$ 4,731.47	
Employee Reimbursements	\$ 27.93	
	\$ 635,166.40	
Transfer from Texpool-9-1-1 Account		30,548.81
Transfer from Texpool-General Account		-
Interest Income	3.44% rate	3,681.96
Total Cash receipts for March 2026		<u>669,397.17</u>
Subtotal		1,803,338.23
Less: Cash disbursements for March 2026		
Cash disbursements for accounts payables		393,551.33
Payroll disbursements		170,993.78
Total Cash disbursements for March 2026		564,545.11
Cash balance at March 31, 2026***		<u>\$ 1,238,793.12</u>
***Cash balance by Account at March 31, 2026		
Regular Account		\$ 1,155,335.34
Payroll Account		64,527.22
Operating Account		18,930.56
Total Cash balance at March 31, 2026		<u>\$ 1,238,793.12</u> \$
Investments in Texpool: Interest rate 3.6836%		
Investments in Tex-Pool at March 1, 2026		
Deposits		\$ 20,253.00
Transfers to American Bank		-
Interest Earned for March 2026		63.19
Investments in Tex-Pool at March 31, 2026		<u>\$ 20,316.19</u>
9-1-1 Fund:		
Investments in Tex-Pool at March 1, 2026		
Deposits		\$ 22,099.58
Transfer to American Bank		30,548.81 CSEC
Interest Earned for March 2026		(30,548.81)
Interest Earned for March 2026		81.22
Investments in Tex-Pool at March 31, 2026		<u>\$ 22,180.80</u>

Coastal Bend Council of Governments  
 Accounts Payable Check Register  
 Cash Operating for March 11, 2026

Check	Vendor Name	Description	Check Amount
30535	Green Mountain Energy	Utilities Assistance for 03-2026.AAA.	\$ 68.51
30536	TXU Energy Assistance Group	Utilities Assistance for 03-2026.AAA.	116.85
30537	TXU Energy Assistance Group	Utilities Assistance for 03-2026.AAA.	300.00
30538	VOID	VOID	-
30539	Gulf Coast Paper Co., Inc.	Trash liners (1 cs), copy paper (2 cs), paper towels (6 cs) and disinfectant wipes (2 cs).	535.52
30540	Language Line Services	Services for 02-2026.9-1-1.	68.45
30541	Lee White	Mileage reimbursement for 02-03 to 03-09,2026.	252.15
30542	Riviera Telephone Company	Services for 03-01 to 03-31,2026.9-1-1.	176.44
<b>Report Total</b>			<b>\$ 1,517.92</b>

Coastal Bend Council of Governments  
Accounts Payable Check Register  
Cash Operating for March 25, 2026

Check	Vendor Name	Description	Check Amount
30543	AT & T Mobility	Services for 03-12 to 04-11,2026.9-1-1.	\$ 22.20
30544	AT & T Mobility	Two Samsung Galaxy Phones.9-1-1.	499.98
30545	DEX Imaging, LLC	Sharp/BP-70C45 Copier Service for 03-01 to 03-31,2026.	365.78
30546	Goodwill Industries South TX.	Shredding Services for 02-2026.	73.08
30547	Howard's Bar-B-Q	Executive board meeting lunch (15 lunches).	363.85
30548	ODP Business Solutions,LLC	6 Bankers boxes for historical finance folders.	233.29
30549	T-Mobile	Services for 02-09 to 03-08,2026.HS.	28.70
30550	Thryv	Services for 03-01 to 03-31,2026.	50.15
30551	WEX Bank	Fuel for 02-16 to 03-15,2026.	126.78
<b>Report Total</b>			<b>\$ 1,763.81</b>

Coastal Bend Council of Governments  
 Accounts Payable Check Register  
 Cash Operating for March 27, 2026

Check	Vendor Name	Description	Check Amount
30552	Robstown Utility Systems	Utilities Assistance for 03-2026.AAA.	\$ 300.00
30553	City of Corpus Christi	Utilities Assistance for 03-2026.AAA.	300.00
30554	City of Corpus Christi	Utilities Assistance for 03-2026.AAA.	187.44
30555	City of Corpus Christi	Utilities Assistance for 03-2026.AAA.	300.00
30556	TXU Energy Assistance Group	Utilities Assistance for 03-2026.AAA.	300.00
30557	TXU Energy Assistance Group	Utilities Assistance for 03-2026.AAA.	300.00
<b>Report Total</b>			<b>\$ 1,687.44</b>

**Coastal Bend Council of Governments  
Accounts Payable Check Register  
Cash Regular for March 6, 2026**

<b>Check</b>	<b>Vendor Name</b>	<b>Description</b>	<b>Check Amount</b>
19617 TML - IEBP		Health, dental, and life benefits for 02-2026.	\$ 44,964.94
<b>Report Total</b>			<b>\$ 44,964.94</b>

Coastal Bend Council of Governments  
Accounts Payable Check Register  
Cash Regular for March 11, 2026

Check	Vendor Name	Description	Check Amount
19618	Concept Seating Government	High back chairs and partial footrings.9-1-1.	\$ 7,117.64
19619	My911Shop.com	Flashlights, bags, brochures, and magnets.9-1-1.	4,936.00
19620	APC Home Health Services, Inc.	Health services for 01-01 to 01-30,2026.AAA and ADRC.	2,150.11
19621	Aransas County Council on Aging	Services for 01-01 to 01-31,2026.AAA.	6,182.00
19622	AT & T Mobility	Services for 01-20 to 02-19,2026.	1,296.82
19623	Bee First Primary Home Care	Health services for 01-16 to 01-31,2026.Personal Assistance.	144.00
19624	CB Center for Ind Living	Housing Navigator Services for 01-2026.	1,250.00
19625	Champion Energy Services, LLC	Services for 02-03 to 03-04,2026.	1,909.39
19626	Charter Communications	Recurring charges for internet services 02-23 to 03-22,2026. Services for 02-23 to 03-22,2026.9-1-1. Services for 03-01 to 03-31,2026.9-1-1.	4,872.58
19627	Christina O. Edwardson	Mileage reimbursement for 02-02 to 02-27,2026.	271.12
19628	Cintas	AED automatic agreement.	135.00
19629	City of Corpus Christi	Services for 01-01 to 01-31,2026.AAA.	51,002.00
19630	Community Action Corp. So. TX	Services for 01-01 to 01-31,2026.AAA.	40,997.00
19631	Computer Solutions	Micrsoft Exch,Office 365, & Power Bi for 02-2026. Netwatch Standard Security & Cloud Storage Backup.03-2026.	9,205.13
19632	Corpus Christi Yacht Club	Dues for 2026.	7,764.95
19633	Culligan Quench	Water services for 03-01 to 03-31,2026.	53.36
19634	Cynthia Spurgat MS, RD, LD	Consulting Dietician Services for 02-2026.	2,750.00
19635	De Lage Landen Financial Serv	Sharp/BP-70C Lease for 02-15 to 03-14,2026.	409.13
19636	Denise Garza	Fuel reimbursement for 02-10,2026.	25.07
19637	Duval County	Services for 01-01 to 01-31,2026.AAA.	7,089.00
19638	EAN Holdings, LLC	Rental for 02-12-2026.K. Acevedo 9-1-1. Rental services for 02-10 to 02-11,2026.D. Garza 9-1-1. Rental services for 02-18,2026.S. Simms AAA. Rental services for 02-24 to 02-25,2026.S Simms AAA. Toll Road Fees for 02-2026.S Moya.	219.95
19639	Emily Martinez	Lodging and shuttle for TX Lyceum quarterly meeting, 02-2026.	34.48
19640	Juana Marek	Mileage reimbursement for 03-03 to 03-05,2026.	86.22
			cont.

Coastal Bend Council of Governments  
Accounts Payable Check Register  
Cash Regular for March 11, 2026

Check	Vendor Name	Description	Check Amount
19641	Katelynn Acevedo	Fuel reimbursement for 02-12,2026.9-1-1.	10.00
19642	Kleberg County Human Services	Services for 01-01 to 01-31,2026.AAA.	8,504.00
19643	Live Oak County	Services for 01-01 to 01-31,2026.AAA.	2,539.00
19644	Los Milagros Construction	Installation of 30 Gal electric water heater.Residential Repairs.	1,800.00
19645	M. Nelda Barrera	Mileage reimbursement for 02-03 to 02-27,2026.	681.79
19646	Maricela De La Fuente	Service & Mileage for 02-03 to 02-20-2026.	588.36
19647	Nena	Addressing for Next Generation 9-1-1.	4,400.00
19648	Nueces Co Senior Community Srv	Services for 01-01 to 01-31,2026.AAA.	9,640.00
19649	Refugio Co Elderly Services	Services for 01-01 to 01-31,2026.AAA.	2,712.00
19650	Rural Economic Assistance Inc.	Total Transportation Trips for 01-2026.AAA.	500.00
19651	RX Plumbing LLC	Installation of 40 Gal electric water heater.Residential Repairs.	2,553.81
19652	Saenz Home Health Services Inc	Health services for 01-11 to 01-24,2026.Respite in Home. Health services for 01-25 to 01-31,2026.Respite in Home.	750.00
19653	SmartCom Telephone	Services for 03-01 to 03-31,2026.9-1-1.	234.00
19654	Texas A & M University - C.C.	RFP Workforce & Economic Accelerator Services for 01-2026.	366.89
19655	Valley Telephone Cooperative	Services for 02-01 to 02-28,2026.9-1-1.	456.00
19656	VIP Providers, Inc.	Health services for 01-01 to 01-30,2026.Personal Assistance and Respite in Home.	1,495.00
19657	Los Milagros Construction	Installation of 50 Gal natural gas water heater.Residential Repairs.	1,800.00
<b>Report Total</b>			<b>\$ 188,931.80</b>

Coastal Bend Council of Governments  
Accounts Payable Check Register  
Cash Regular for March 25, 2026

Check	Vendor Name	Description	Check Amount
19658	Foremost Telecommunications	Services for 04-01 to 04-30,2026.9-1-1.	\$ 1,014.00
19659	Abila, Inc.	Human resources cloud for 11-2025 to 12-2025. Human resources cloud for 01-2026 to 03-2026. MIP Maintenance & Support for 03-2026.	1,759.19
19660	AFLAC	Payroll deductions for 03-2026.	2,614.98
19661	Aflac Inc	Payroll deductions for 04-2026.	30.65
19662	American Express	Carpet cleaning and upgrade to GrowBig Hosting on hosting plan.	351.17
19663	Brightspeed	Services for 01-04 to 04-03,2026.9-1-1.	234.00
19664	Caridad Home Care Services LLC	Health services for 01-01 to 01-28,2026.Personal Assistance.	346.50
19665	Charter Communications	Services for 03-07 to 04-06,2026.9-1-1. Services for 03-14 to 04-13,2026.9-1-1.	10,920.11
19666	Cintas	First aid cabinet restocked.	87.62
19667	City of Corpus Christi	Services for 02-08 to 03-09,2026. Services for 02-09 to 03-09,2026. Services for 02-09 to 03-10,2026.	475.92
19668	Computer Solutions	5 HP ProBook Laptops with onsite support.	8,564.85
19669	EAN Holdings, LLC	Rental services for 03-03 to 03-05,2026.T Atokuku-Vitz 9-1-1. Rental services for 03-03,2026.K Acevedo 9-1-1. Rental services for 03-10,2026.S Simms AAA. Rental services for 03-12,2026.S Simms AAA.	283.17
19670	Joseph Bernadas	Website Development Services for 03-2026.	290.00
19671	Katelynn Acevedo	Fuel reimbursement for 03-03,2026.9-1-1.	10.00
			cont.

Coastal Bend Council of Governments  
Accounts Payable Check Register  
Cash Regular for March 25, 2026

Check	Vendor Name	Description	Check Amount
19672	Maricela De La Fuente	Services and mileage for 02-05 to 02-27,2026.AAA.	1,180.11
19673	Noel Esquivel	Reimbursement for 9-1-1 training lunch.	124.69
19674	Northstar Professional	Window Cleaning Service for 03-2026.	130.00
19675	Orkin	Services for 03-2026.	165.00
19676	Saint Frances Home Health	Health services for 11-01 to 11-19,2025.Respite in Home.	360.00
19677	Sal Ochoa	Mileage reimbursement for 02-19,2026.	10.15
19678	SpectrumVoIP	Services for 04-01 to 04-30,2026.	27.06
19679	Texas Windstorm Insurance	Windstorm Insurance 2nd Quarter 2026.	3,156.53
19680	TML - IEBP	Health, dental, and life benefits for 03-2026.	42,643.32
19681	VOID	VOID	-
19682	U.S. Bank	Adobe Illustrator, Microsoft Co-Pilot, consumables for VDT event, coffee & creamer for CG event, breakfast tacos for HR meeting, email service for mass mailouts (AAA), lodging & parking for TARC 02-2026, ED business lunch, lodging for TX Lyceum, monthly Slack subscription, registration for SWERDA conference, pencil sharpener, HUB 4-port USB, SanDisk SSD (9-1-1), refund for registration, airfare for TX Public Safety conference, Tai Chi renewal (AAA, EBI), business cards for N. Barrera and G. Ramos, USAging registration, file boxes, and envelope moisteners.	9,472.64
19683	VIP Providers, Inc.	Health services for 12-01 to 12-30,2025.Personal Assistance and Respite in Home.	418.60
19684	VTX Communications	Services for 03-15 to 04-14,2026.9-1-1.	217.61
19685	AT & T	Intrado TXT Translations Deployment Configurations.	14,840.00
19686	Intrado Life & Safety	Text to 9-1-1 Translation Annual Fee & Setup Fee.	43,811.72
<b>Report Total</b>			<b>\$ 143,539.59</b>

Coastal Bend Council of Governments  
 ACH Check Register  
 Cash Regular for March 2026

Check	Vendor Name	Description	Check Amount
	ACH Community Loan Center-Program	Payroll deductions for 03-06,2026 PR.	\$ 213.88
	ACH Community Loan Center-Program	Payroll deductions for 03-20,2026 PR.	299.74
	ACH Frontier Communications	Services for 02-19 to 03-18,2026.9-1-1.	385.02
	ACH Frontier Communications	Services for 02-19 to 03-18,2026.9-1-1.	144.54
	ACH Frontier Communications	Services for 02-22 to 03-21,2026.9-1-1.	399.61
	ACH Frontier Communications	Services for 02-28 to 03-27,2026.9-1-1.	2,080.84
	ACH Google Cloud	CBCOG Website Hosting Services for 02-2026.	275.05
	ACH Griselda Ramos	Travel Advance for Ombudsman Spring Conference.	629.62
	ACH Jose Pereida	Parking Expenditure, TARC 02-2026	25.00
	ACH M. Nelda Barrera	Travel Advance for Ombudsman Spring Conference.	955.15
	ACH Mission Square	Correction to 02-06-2026 Payroll 457b Payment	0.50
	ACH Navitas Credit Corp	Phone lease for 04-2026.	621.66
	ACH Texas Workforce Commission	SUTA taxes Q1 2026.	5,115.22
<b>Report Total</b>			<b>\$ 11,145.83</b>

**Coastal Bend Council of Governments  
 Schedule of Bank Transfers  
 For Month Ended 03/31**

<b>Date of Transfers</b>	<b>Transfer From</b>	<b>Transfer To</b>	<b>To Reimburse Check #s</b>	<b>Amount of Transfers</b>
3/3/2026	Regular Account	Payroll Account	21416-21447	58,532.55
3/17/2026	Regular Account	Payroll Account	21448-21478	58,982.91
3/31/2026	Regular Account	Payroll Account	21479-21510	60,533.46
3/31/2026	Regular Account	Operating Account	30535-30557	4,969.17
<b>Total Transfers</b>				<b>\$ 183,018.09</b>

**Coastal Bend Council of Governments  
Schedule of Payroll Transactions  
For Month Ended March 31, 2026**

<b>Payroll disbursements for payroll period ended March 1</b>	<b>\$ 58,532.55</b>
<b>941 Tax Deposit for payroll period ended March 1</b>	<b>\$ 15,782.06</b>
<b>ICMA 401a and 457 contributions for payroll period ended March 1</b>	<b>\$ 10,261.72</b>
<b>Payroll disbursements for payroll period ended March 15</b>	<b>\$ 58,982.91</b>
<b>941 Tax Deposit for payroll period ended March 15</b>	<b>\$ 16,531.86</b>
<b>ICMA 401a and 457 contributions for payroll period ended March 15</b>	<b>\$ 10,902.68</b>
<b>Total Payroll Disbursements at March 31</b>	<b><u>\$ 170,993.78</u></b>



**COASTAL BEND**  
COUNCIL OF GOVERNMENTS

MEMORANDUM

TO: Board Members of the Coastal Bend Council of Governments  
FROM: Adam Guerra, Director of Public Safety  
DATE: April 23, 2026  
SUBJECT: Approval for Application No. 5357702: State Crisis Intervention Program

**Background:** Coastal Bend Council of Governments (CBCOG) has applied for funding to the Office of the Governor under the State Crisis Intervention Program (SCIP).

**Summary:** The Coastal Bend Council of Governments, in collaboration with multiple certified TCOLE Educators, will help to deliver beneficial training to Law Enforcement Personnel and other Public Service Professionals serving our Coastal Bend Region. The training will address Interpersonal Violence Prevention and Intervention Programs and Violent Crime Prevention and Intervention Programs, with a focus on domestic violence protection and the importance of peer support systems.

**Financial Impact:** Application for funding totals \$131,500.08

**Comprehensive Economic Development Strategy Goal or Objective:**

GOAL 4: Support Community Well-Being

**Staff Recommendation:** It's the staff's recommendation that approval of the Application be awarded. This provides compliance with application requirements set by the Office of the Governor to be considered for grant award.

**COASTAL BEND COUNCIL OF GOVERNMENTS**

**RESOLUTION NO. 4132**

**A RESOLUTION APPROVING THE COASTAL BEND COUNCIL OF GOVERNMENTS TO SUBMIT APPLICATION NO. 5357702 TO THE OFFICE OF THE GOVERNOR FOR FUNDING UNDER THE STATE CRISIS INTERVENTION PROGRAM, TO BE ADMINISTERED BY THE COASTAL BEND COUNCIL OF GOVERNMENTS CRIMINAL JUSTICE DEPARTMENT.**

**WHEREAS**, the Coastal Bend Council of Governments (CBCOG) finds it in the best interest of the citizens of the 11-County CBCOG region that the CBCOG Violence Prevention & Intervention Training Project be operated for FY2027; and

**WHEREAS**, the Coastal Bend Council of Governments (CBCOG) agrees to provide no applicable matching funds for the said project as none are required by the State Crisis Intervention Program application; that in the event of loss or misuse of the Office of the Governor funds the Coastal Bend Council of Governments (CBCOG) assures that the funds will be returned to the Office of the Governor in full; and

**WHEREAS**, the Coastal Bend Council of Governments (CBCOG) designates Executive Director as the grantee’s authorized official. The authorized official is given the power to apply for, accept, reject, alter or terminate the grant on behalf of the applicant agency; and

**WHEREAS**, the Coastal Bend Council of Governments (CBCOG) designates Director of Finance as the grantee’s financial officer. The financial officer is given the power to submit financial and/or programmatic reports or alter a grant on behalf of the applicant agency.

**NOW, THEREFORE, BE IT RESOLVED**, that the Coastal Bend Council of Governments (CBCOG) approves submission of the grant application for the CBCOG Violence Prevention & Intervention Training Project to the Office of the Governor.

Duly adopted at a meeting of the Coastal Bend Council of Governments this 23rd day of April 2026.

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Commissioner Charles C. Schultz, Chairman

ATTEST:

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Mr. Peter Collins, Secretary



**COASTAL BEND**  
COUNCIL OF GOVERNMENTS

MEMORANDUM

TO: Board Members of the Coastal Bend Council of Governments  
FROM: Mary Z. Afuso, Director of Planning and Economic Development  
DATE: April 23, 2026  
SUBJECT: Signature Authority for Texas Department of Transportation (TXDOT)

**Background:** Coastal Bend Council of Governments has been contracting with TXDOT to assist regional transportation planning since April 2022. CBCOG was recently awarded the contract to conduct the Five Year Update to the Regional Coordinated Plan.

**Summary:** TXDOT's internal controls require a Board of Directors action to approve the signatory in their system. This action will allow the entire accounting team to process invoices in the TXDOT automated system.

**Financial Impact:** TXDOT has budgeted \$140,000 for CBCOG in FY 2026, up from \$10,000 in 2025

**Comprehensive Economic Development Strategy Goal or Objective:**

GOAL 2: Strengthen Resilient Infrastructure Investments; Objective 2.3: Transportation connectivity and mobility are enhanced

**Staff Recommendation:** It's the staff's recommendation that the signature authority be updated.

**COASTAL BEND COUNCIL OF GOVERNMENTS**

**RESOLUTION NO. 4133**

**A RESOLUTION DETERMINING SIGNATORY AUTHORITY FOR COASTAL BEND COUNCIL OF GOVERNMENTS (CBCOG) WITH THE TEXAS DEPARTMENT OF TRANSPORTATION (TxDOT)**

**WHEREAS**, CBCOG and TxDOT entered into an agreement for CBCOG to serve as the lead agency for TxDOT as approved by this body on May 20, 2022; and

**WHEREAS** the partnership described herein aligns directly with the CEDS Goal 2: Strengthen Resilient Infrastructure Investments and Objective 2.3 Transportation connectivity and mobility are enhanced, adopted by this Board during the October 2021 meeting; and

**WHEREAS** in accordance with 2 CFR 200.400© and FTA C 5010.1E, Ch II. Roles and Responsibilities of the Management Award, grantees are required to have the technical and managerial capacity to manage the grant; and

**WHEREAS** The Director of Finance must distribute work as needed; and

**WHEREAS** TxDOT requires current documentation of signature authority (attached);

**NOW, THEREFORE, BE IT RESOLVED**, that the Coastal Bend Council of Governments adopts the attached documentation of signature authority to be compliant with the standards set forth by TxDOT.

**Duly adopted at a meeting of the Coastal Bend Council of Governments this 26th day of February 2026.**

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Commissioner Charles C. Schultz, Chairman

**ATTEST:**

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Mr. Peter Collins, Secretary

### CERTIFICATION OF SIGNATURE AUTHORITY

To: Texas Department of Transportation, Public Transportation Division

From: Governing Body Chair

Agency:

Effective Date:

I, \_\_\_\_\_ (Name of Chair)

(Title)

certify that the individuals listed in the table below have signature authority for the documents specified. Their signature is considered binding on the agency.

\_\_\_\_\_ (Signature)

Name/Function Title		
1.		All Documents
		Master Grant Agreement / Amendments
		FTA and TxDOT Certifications & Assurances
		Project Grant Agreements / Amendments
		Obligation Certification (Grant Application)
		Request for Reimbursement / Refunds
		Scholarships
2.		All Documents
		Master Grant Agreement / Amendments
		FTA and TxDOT Certifications & Assurances
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**COASTAL BEND**  
COUNCIL OF GOVERNMENTS

MEMORANDUM

TO: Board Members of the Coastal Bend Council of Governments  
FROM: Mary Z. Afuso, Director of Planning and Economic Development  
DATE: April 23, 2026  
SUBJECT: 2026–2031 Comprehensive Economic Development Strategy (CEDS)

**Background:** Coastal Bend Council of Governments as the designated Economic Development District is responsible for developing and maintaining the Comprehensive Economic Development Strategy; as required by the Economic Development Administration (EDA). The CEDS is a five-year, regionally driven economic development plan required by EDA that identifies priority goals, strategies, and projects used to guide federal and state investment decisions.

**Summary:** The CEDS was developed with guidance from a committee of community leaders from all over the 11-county region, including economic development professionals, city and county leaders, higher education representatives, representatives from industry associations and the Port of Corpus Christi. CBCOG staff interviewed stakeholders and their representatives to gather input and provide content. Input from stakeholders and the public directly informed the identification of regional strengths, challenges, priority industries, and strategic goals reflected in the final CEDS.

The CEDS was posted for public comment from February 20, 2026 through March 20, 2026. During this period, CBCOG staff hosted public meetings in Bee, Jim Wells, Kleberg, Aransas and Refugio counties to share the document, gather feedback, and answer questions from community members and regional partners. The document was well received and supported at all meetings.

This final 2026–2031 CEDS is presented to the Board of Directors for adoption.

**Financial Impact:** No direct financial impact.



**COASTAL BEND**  
COUNCIL OF GOVERNMENTS

**Comprehensive Economic Development Strategy Goal or Objective:**

GOAL 1: Strengthen Regional Economic Competitiveness; Objective 1.4: Foster collaborative planning and stakeholder engagement in regional development initiatives.

**Staff Recommendation:** Adoption of the CEDS is required to maintain EDA eligibility and positions the region to compete for federal economic development funding and implementation grants. Staff recommends that CEDS be adopted

**COASTAL BEND COUNCIL OF GOVERNMENTS**

**RESOLUTION NO. 4134**

**A RESOLUTION FOR COASTAL BEND COUNCIL OF GOVERNMENTS (CBCOG) TO ADOPT  
AND APPROVE THE 2026–2031 COMPREHENSIVE ECONOMIC DEVELOPMENT  
STRATEGY (CEDs)**

**WHEREAS**, the Coastal Bend Council of Governments (CBCOG) serves as the designated Economic Development District (EDD) for the Coastal Bend region; and

**WHEREAS**, the United States Economic Development Administration (EDA) requires each designated Economic Development District to prepare, maintain, and submit an approved Comprehensive Economic Development Strategy (CEDs) as a prerequisite for eligibility for EDA funding and technical assistance; and

**WHEREAS**, the 2026–2031 Comprehensive Economic Development Strategy was developed through a locally driven, regionally coordinated planning process that included participation from public sector partners, private industry, nonprofit organizations, educational institutions, and community stakeholders; and

**WHEREAS**, the 2026–2031 CEDs analyzes regional economic conditions, identifies strengths, weaknesses, opportunities, and threats, and establishes goals, objectives, and priority actions to promote economic resilience, inclusive growth, and long-term prosperity throughout the Coastal Bend region; and

**WHEREAS**, adoption of the 2026–2031 CEDs aligns with the mission of CBCOG to support coordinated planning and economic development initiatives that benefit member governments and the region as a whole; and

**WHEREAS**, the 2026–2031 CEDs has been reviewed by the CBCOG CEDs Committee and is recommended for approval by the CBCOG Board of Directors;

**NOW, THEREFORE, BE IT RESOLVED** that the Coastal Bend Council of Governments hereby adopts and approves the 2026–2031 Comprehensive Economic Development Strategy (CEDs); and

**BE IT FURTHER RESOLVED** that the Executive Director is authorized to submit the approved 2026–2031 Comprehensive Economic Development Strategy to the U.S. Economic Development Administration and to take any actions necessary to implement, maintain, and update the CEDs in accordance with federal requirements.

Duly adopted at a meeting of the Coastal Bend Council of Governments this 23rd day of April 2026.

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Commissioner Charles C. Schultz, Chairman

ATTEST:

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Mr. Peter Collins, Secretary



COASTAL BEND ECONOMIC DEVELOPMENT DISTRICT

# Comprehensive Economic Development Strategy

**2026**  

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**2031**



COASTAL BEND  
COUNCIL OF GOVERNMENTS



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## Message from the CEDS Committee Chair

***"Regional planning and collaboration is vital for achieving sustainable, resilient, and equitable growth."***

A Council of Governments (COG) plays a central role in regional economic planning, particularly when it also serves as the federally designated Economic Development District (EDD) for its service area. The Coastal Bend Council of Governments (CBCOG) provides the platform for multi-jurisdictional collaboration on issues that no single city or county can address alone, including economic growth, infrastructure, workforce, and resilience. In Texas, COGs are explicitly tasked with regional development planning and coordination, helping communities plan for future growth, improve efficiency, and address shared challenges across counties. As an EDD, CBCOG leads the regionally driven economic development planning process recognized by the U.S. Economic Development Administration - bringing together public, private, and nonprofit stakeholders to craft the Comprehensive Economic Development Strategy (CEDS), the region's blueprint for long-term prosperity and resilience. This EDD function ensures that the region's priorities are aligned, competitive for federal funding, and grounded in a collaborative vision that strengthens economic opportunity across the entire multi-county region.

The Aransas County Partnership recognizes the vital role regional planning and collaboration is for achieving sustainable, resilient, and equitable economic growth. Our planning emphasizes the importance of aligning local priorities with regional goals, particularly in areas such as workforce development, infrastructure investment, broadband expansion, transportation connectivity, and coastal resilience. CBCOG's ongoing regional planning framework provides the structure necessary for this alignment. Their expertise in data analysis, grant coordination, intergovernmental collaboration, and long-range planning ensures that communities like ours are not working in isolation, but within a shared vision that strengthens the entire Coastal Bend.

CBCOG's leadership in economic development planning is especially evident in its ability to bring together diverse stakeholders - local governments, economic development organizations, industry partners, workforce agencies, and community groups—to address complex, multi-jurisdictional challenges. Whether guiding regional hazard mitigation efforts, supporting broadband and infrastructure initiatives, or coordinating transportation and workforce strategies, CBCOG serves as the connective tissue that links local efforts to regional and state-level opportunities.

It has been my privilege to serve as the Chair of the CEDS committee to guide the creation of this plan. I look forward to continuing the momentum created through our shared planning efforts.



## A Message from the Executive Director

***“It is with great pride and optimism that I present the 2026–2031 CEDS for the Coastal Bend region.”***

It is with great pride and optimism that I present the 2026–2031 Comprehensive Economic Development Strategy (CEDS) for the Coastal Bend region. This document is the result of extensive collaboration among local governments, economic development organizations, educational institutions, and community stakeholders who share a commitment to building a resilient and prosperous future for our eleven-county region.

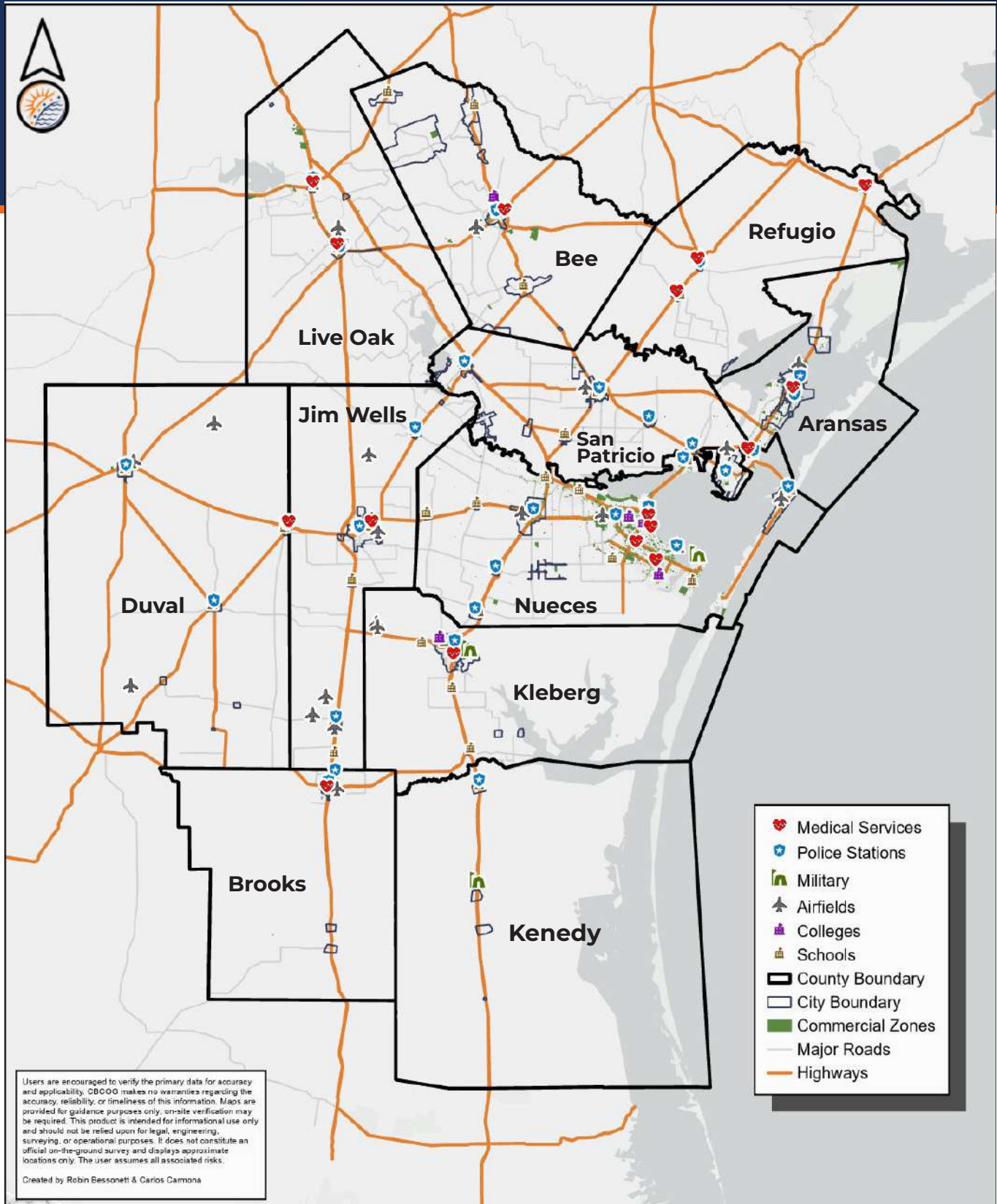
Over the past several years, the Coastal Bend has demonstrated extraordinary momentum. We’ve seen historic investments in energy, manufacturing, and infrastructure, including the launch of the Gulf Coast Growth Ventures facility, the expansion of the Port of Corpus Christi, and the development of one of the nation’s leading carbon capture hubs in Kleberg County. These projects are not only transforming our economy—they are creating thousands of jobs and positioning our region as a national leader in innovation and sustainability.

We’ve also made significant strides in workforce development, rural infrastructure, and community resilience. Through strategic partnerships and targeted grant funding, we’ve expanded access to training, improved water and wastewater systems, and strengthened emergency preparedness across the region. Our communities are thriving with new festivals, cultural events, and public spaces that celebrate the unique identity of the Coastal Bend.

The CEDS is both a roadmap and a reflection of our shared values—resilience, equity, innovation, and collaboration. I want to thank our Board of Directors, regional partners, and the dedicated staff at CBCOG for their leadership and vision. Together, we are shaping a future that honors our past and embraces the opportunities ahead.



# Coastal Bend Economic Region



0 10 20 Miles

Data sources: Esri, Tom Tom, Garmin, FAO, NOAA, ISGS, ©OpenStreetMap contributors, Texas Department of Transportation (2025), U.S. Department of Transportation (BTS NTAD, 2025). Esri U.S. Federal Datasets (2025). CBCOG

# Executive Summary

The Texas Coastal Bend comprises an 11-county region situated along the bountiful Gulf of Mexico where diverse assets and opportunities for economic prosperity abound, yet a variety of natural and man-made risks threaten local to regional resilience.

This 2026 Comprehensive Economic Development Strategy (CEDs) for the Coastal Bend was carefully crafted to address those risks while strengthening regional collaboration and partnerships to advance common economic resilience goals. The 2026 CEDs builds on previous versions with updated economic statistics and analyses, while considering significant growth and challenges the region faced over the past 5 years. Both past challenges and those yet to come require a paradigm shift toward economic resilience and prosperity that centers on community well-being while fostering growth. This CEDs aligns with the state’s 2025–2029 economic strategy—prioritizing Business & Industry, Innovation, Workforce, and Infrastructure. (Office of the Governor, \*Bigger. Better. Texas.\*, 2025)

Using a Strengths, Weaknesses, Opportunities and Threats analysis, the CEDs highlights key themes around which goals, objectives and strategic actions will be advanced, including. Importantly, in each theme, the cross-cutting theme of regional partnerships is carefully woven throughout. It is only because of our partnerships and collaborations that we can address regional challenges, rebound from disasters and make gains toward economic resilience.

Key among these is the CEDs Committee, a diverse group of members from across the region representing varied interests, from economic development to municipal planning, academic resilience analysis, non-profit community issues and more. In finalizing the CEDs, the Committee included key collaborative groups, including the Regional Resilience Partnership formed by the Coastal Bend Council

of Governments and Texas A&M University Corpus Christi following Hurricane Harvey, as well as key individual organizations such as Workforce, Port industries and community organizations.

The CEDs further looks to its partners at state and federal levels to inform its actions and help strengthen its collaborations, including by incorporating key datasets and processes such as the Texas General Land Office’s Economic Development Strategy and Diversification Study and the U.S. Economic Development Administration’s evolving work and guidance on economic resilience. This is critical, as the CEDs Committee and Council of Governments do not have direct mission authority to address many of the actions contained herein, but will rely on partnerships and people to share capacity, data and information, strengthen regional assets and build resilience.

This Strategy is intended to guide regional collaborations and priorities over the next 5 years. Progress will be annually evaluated using performance metrics to ensure actions are being implemented while obstacles are identified and addressed. We invite all regional stakeholders to join us in advancing this vision for economic resilience and community well-being, which will make the Coastal Bend an even more remarkable place to work, live, raise our children and prosper.



# NOTABLE ACCOMPLISHMENTS

COASTAL BEND COMPREHENSIVE ECONOMIC  
DEVELOPMENT STRATEGY 2026 – 2031

# Notable accomplishments in the Coastal Bend since the 2021 CEDS

**\$32B+**

Capital investment attracted since 2021

**4200+**

New jobs created across the region

**\$135M**

Texas GLO grants for infrastructure

**9**

Major industrial expansions

## Infrastructure & Capital Investments

- Port of Corpus Christi continued its expansion as the #1 U.S. crude oil export port.
- ExxonMobil/SABIC Plastics Plant completed a \$10 billion investment in San Patricio County.
- Steel Dynamics Steel Mill launched operations with a \$1.9 billion investment.
- Cheniere LNG Facility expanded with a \$20 billion investment.
- Corpus Christi International Airport received upgrades to support increased commercial traffic.
- City of Gregory received \$2.5 million for water infrastructure improvements through the American Rescue Plan.
- Kleberg County received \$1.4 Million for the construction of a 14.5-acre industrial park and transportation hub.
- Texas General Land Office awarded \$135 million in grants for wastewater, flood mitigation, and emergency infrastructure.



**ExxonMobil**



**CHENIERE**

## New Facilities & Buildings

- Corpus Christi Army Depot expanded operations.
- Kleberg County opened the Economic Development and Emergency Operations Center, funded by EDA
- Leisure and Entertainment District in Portland is under development.
- Real, Inc held groundbreaking for new Regional Transportation Headquarters in Jim Wells County. Building projected to come online in 2026.
- Craft Training Center of the Coastal Bend added new workforce training capacity.



## New Festivals & Events

- Corpus Christi Pride Parade & Block Party
- Surftoberfest – Corpus Christi
- Taste of Aransas Pass
- Ingleside Renaissance Fair
- Sinton Fiddlers Fest
- Coastal Comida Fest – Corpus Christi
- Nuestra Señora de San Juan de los Lagos Jamaica Festival – Corpus Christi
- Ranch Hand Weekend Festival – Kingsville
- Corpus Christi Food Truck Festival
- Shoreline Food Truck Festival – Monthly

## New Companies & Major Expansions

- ExxonMobil/SABIC Gulf Coast Growth Ventures – \$10 billion investment, 600+ jobs.
- Steel Dynamics, Inc. – \$1.9 billion steel mill, 800+ jobs.
- Turner Industries Group – Expanded operations in Corpus Christi, 1,500 employees.
- MMR Constructors – New facility, 1,200 employees.
- Flint Hills Resources – Refinery upgrades, 1,100 employees.
- Kiewit Offshore Services – Yard expansion, nearly 1,000 employees.
- Southwest Business Co. – New regional office, 800 employees.
- Bay Ltd. – Expanded industrial services, 1,700 employees.
- South Texas Direct Air Capture (DAC) Hub – King Ranch developed by Occidental Petroleum and 1PointFive.
- Leased 106,000 subsurface acres for carbon capture and sequestration.
- Expected to remove up to 30 million metric tons of CO<sub>2</sub> annually.
- Estimated storage capacity of 3 billion metric tons of CO<sub>2</sub>.
- Up to \$1.2 billion in federal funding from the U.S. Department of Energy.
- One of two national DAC hubs selected for federal support.
- Estimated 2,000–2,500 new jobs in Kleberg County.
- Partnership with Texas A&M University–Kingsville for workforce certifications.
- Supports carbon removal credits for aviation and cement industries.



# ECONOMIC CONDITIONS & REGIONAL PROFILE

COASTAL BEND COMPREHENSIVE ECONOMIC  
DEVELOPMENT STRATEGY 2026 – 2031

# Economic Conditions & Regional Profile

**\$98B**

Total Regional Output

**586K**

Residents, 2024

**\$44B**

Regional GDP

**349K**

Jobs, 2024

## OVERVIEW

*A unique blend of industrial strength, coastal access, and diverse regional assets across 11 counties—one of Texas' most petroleum-manufacturing-intensive economies.*

The Coastal Bend economy is defined by a unique blend of industrial strength, coastal access, and diverse regional assets across its 11 counties. With 586,102 residents and 348,901 jobs in 2024, the region remains one of Texas' most petroleum-manufacturing-intensive economies, supported by major refinery, petrochemical, and energy-related operations concentrated around Corpus Christi and San Patricio County. Total economic output reached \$98.08 billion, with manufacturing alone generating 40.3% of all output, followed by significant contributions from real estate, construction, oil and gas extraction, and health care. These industries form the backbone of a high-productivity, export-oriented industrial base closely tied to the Port of Corpus Christi and global energy supply chains.

Despite this concentration, the region's GDP composition and employment structure are more diversified than its output profile suggests. Service-oriented sectors such as administrative government, health care, retail, accommodation and food services, and professional services play a major role in sustaining the workforce and supporting

community needs. Manufacturing, while dominant in output, represents only 3.44% of total employment, underscoring the sector's capital-intensive nature. The region aligns strongly with Texas' strategic industry clusters—including energy, advanced manufacturing, logistics and distribution, and aerospace/defense—while also supporting growth opportunities in biotechnology, life sciences, and corporate services.

Urban and rural areas contribute differently but complementarily to the regional economy. Urban counties—Nueces, San Patricio, and Aransas—account for over 85% of regional output and GDP, driven by capital-intensive manufacturing, logistics, trade, and health care. Rural counties, by contrast, play a crucial upstream role through agriculture, energy extraction, and public-sector services, and maintain more balanced economic compositions. Rural employment leans heavily on agriculture, mining, and local services, while urban employment is dominated by health care, government, retail, hospitality, and construction. Together, these dynamics create an integrated

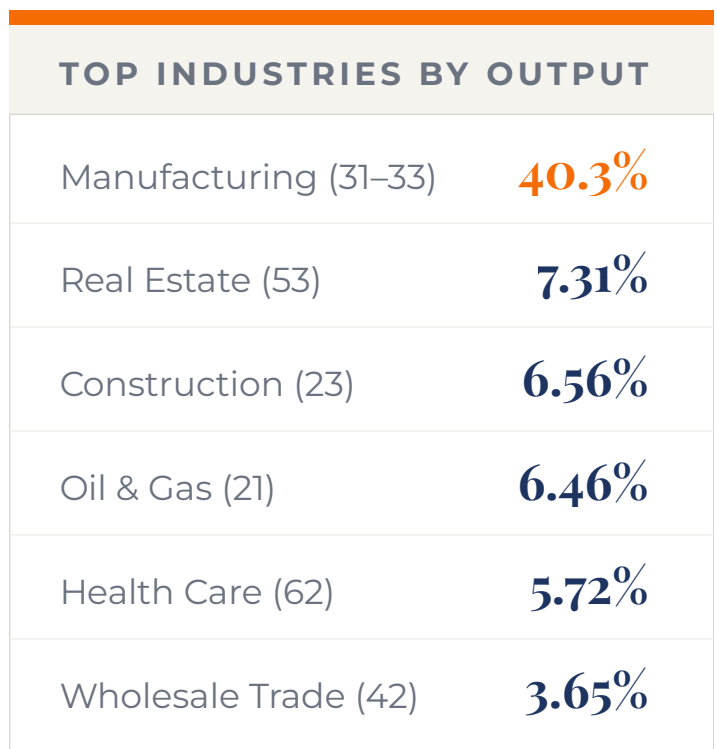
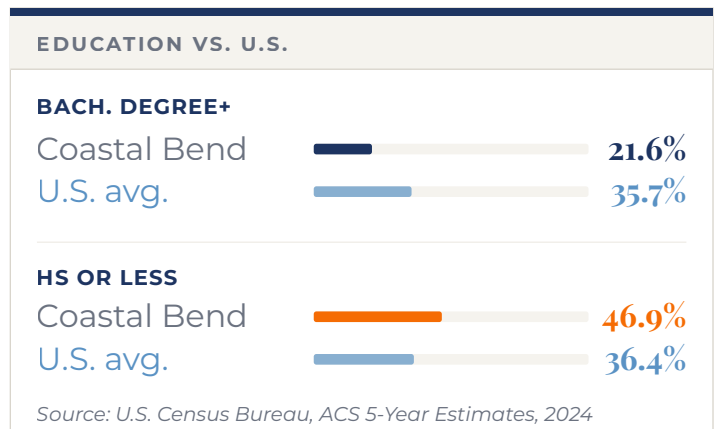
economic system where urban industrial activity relies on rural land, labor, and resource inputs—reinforcing the Coastal Bend’s regional interdependence and long-term competitiveness.

## Demographics and Labor Force

The Coastal Bend’s educational attainment profile shows a workforce with comparatively lower levels of postsecondary completion and a higher concentration at the lower end of the attainment spectrum. Only 21.6% of adults hold a bachelor’s degree or higher, far below the national level of 35.7%, while 46.9% have a high school diploma or less, compared to 36.4% nationally. This disparity is driven by both a larger “less than high school” population (15.4% vs. 10.4% U.S.) and a higher share of high-school-only graduates (31.5% vs. 26.0%), signaling a strong need for foundational skill-building, adult education, and secondary credential completion. At the same time, the region’s elevated share of individuals with “some college, no degree” (22.9% vs. 19.1% U.S.) indicates a substantial pool of near-completers, who could complete credentials with targeted re-engagement strategies, flexible scheduling, and credit-for-prior-learning opportunities. While associate degree attainment aligns with national trends (8.6% vs. 8.8%), both bachelor’s (14.4%) and graduate/professional attainment (7.2%) trail the U.S., limiting access to high-wage, high-growth occupations.

Labor force participation is also shaped by regional commuting patterns, which reveal a highly car-dependent workforce. In the Coastal Bend, 79.9% of workers drive alone, compared to 68.8% nationally, while carpooling (10.1% vs. 8.5%) is slightly higher, but public transit use remains extremely low (0.8% vs. 3.2%), as do walking rates (1.6% vs. 2.4%). The most notable gap is in remote work: only 6.2% of local workers work from home, far below the national rate of 15.1%. While occupational composition plays a role, this disparity also reflects broadband access, reliability, and affordability constraints, which limit employers’ willingness to offer hybrid or remote roles and restrict workers’ ability to access them.

These combined education and mobility patterns have clear implications for economic strategy. Lower attainment levels contribute to skill gaps in high-demand fields, while transportation dependence increases household costs and constrains access to jobs, training, and services—particularly for low-income residents, older adults, and households without reliable vehicles. At the same time, the region has significant opportunities: expanding broadband can unlock remote and hybrid work, improving access to training and higher-wage employment; scaling vanpool and employer-sponsored ride-sharing can build on existing carpooling trends; and targeted investment in first/last-mile connections, safer walking/biking routes, and



demand-responsive transit can improve access to key job centers. Aligning workforce pathways with employer needs, while expanding mobility and digital access, will strengthen the Coastal Bend’s labor force, raise productivity, and improve long-term economic resilience.

## Transportation in the Coastal Bend Region

Transportation in the Coastal Bend region is shaped by its mix of urban, small urban, and rural communities spanning 11 counties. With Corpus Christi serving as the regional economic anchor—concentrating employment, higher education, healthcare, port activity, and workforce training—reliable mobility is essential for ensuring access to jobs and critical services. Many residents regularly

cross county lines for work, medical care, and daily needs, making regional connectivity a foundational component of economic participation and quality of life.

The transportation network is provided by a diverse ecosystem that includes public transit agencies, human service and nonprofit providers, municipal programs, private operators, and volunteer based services. Offerings range from fixed route transit and ADA paratransit to demand response services, microtransit, vanpools, and intercity bus connections. However, service levels vary widely across the region, with rural counties facing the most substantial gaps due to limited hours, small fleets, and eligibility restrictions. These constraints create significant barriers for shift based workers, residents seeking access to workforce training centers and colleges, and individuals requiring reliable medical or dialysis transportation.

Transportation challenges disproportionately affect seniors, people with disabilities, low income households, veterans, and zero vehicle families—populations already at elevated risk of transportation insecurity. Employers consistently cite mobility barriers as a key constraint on job access, worker reliability, and staffing stability. Addressing weaknesses such as insufficient cross county service, limited after hours and weekend transit, and inadequate accessible transportation is essential to strengthening labor force participation, improving access to healthcare and training, and supporting both rural and aging populations. A more coordinated and equitable transportation system will enhance regional resilience and help communities fully participate in economic growth across the Coastal Bend.

## Broadband and Digital Access

Broadband access is increasingly essential to the Coastal Bend’s economic competitiveness, workforce mobility, education, healthcare delivery, and overall quality of life. Although 92% of households have access to high-speed broadband (HSBB), more than 60,000 households remain unserved, predominantly in rural and suburban areas, limiting access to remote work, online learning, and telehealth services. These gaps place the region—part of Texas’





broader South Region that includes Corpus Christi, Laredo, and McAllen—at a structural disadvantage as digital connectivity becomes more critical to long-term economic development.

A major challenge is the region’s extremely limited fiber-to-the-home (FTTH) deployment. Only 19% of households are served by fiber, the second-lowest rate in Texas, leaving roughly 620,000 households without high-capacity broadband infrastructure required for modern business operations, emerging industries, and advanced healthcare services such as telemedicine. Affordability and competition further constrain adoption: 46% of households earn less than \$50,000, and 66% of households are served by only one internet service provider, the highest single-provider dependence in the state. This lack of competition leads to higher prices and reduced service quality, especially outside the Corpus Christi metropolitan area.

Digital inclusion barriers compound these infrastructure and affordability challenges. Seventeen percent of households lack any computing device, and 43% rely solely on

smartphones, severely limiting participation in remote work, online education, and digital healthcare. Digital literacy needs are significant, particularly among adults without a high school diploma (30%) and older residents (13% over age 65), reinforcing inequities in technology access and workforce readiness. Broadband limitations also affect schools, healthcare providers, and emergency communications, especially in rural communities that lack reliable home connectivity. As a result, the Coastal Bend is designated a high-need, high-vulnerability region for broadband investment in the Texas Broadband Plan, underscoring the importance of prioritizing fiber expansion, affordability programs, device access, and digital skills training in the CEDS.

## **Coastal Bend Water & Environmental Profile**

The Coastal Bend relies on a combination of surface water, groundwater, and limited reuse to meet municipal, industrial, agricultural, and environmental needs. The region’s primary water sources—the Corpus Christi Regional Water



Supply System (Choke Canyon Reservoir, Lake Corpus Christi, Lake Texana, and the Mary Rhodes Pipeline Phase II) and the Gulf Coast and Carrizo aquifers—support both urban centers and rural communities. Six wholesale water providers now serve the region: the City of Corpus Christi, San Patricio Municipal Water District, South Texas Water Authority, Nueces County WCID #3, Nueces River Authority, and the Port of Corpus Christi Authority, reflecting an evolving system that increasingly considers seawater desalination to support long-term industrial growth.

Water demand is projected to increase from 253,218 acre-feet in 2020 to 276,492 acre-feet by 2070, with nine of eleven counties facing shortages under drought-of-record conditions. Regional deficits are driven by source-water limitations and treatment constraints, particularly at the O.N. Stevens Water Treatment Plant. To close these gaps, the Region N Water Plan recommends a diversified portfolio of conservation, expanded reuse, aquifer storage and recovery (ASR), groundwater development, and both brackish and seawater desalination—a mix intended to build resilience

against rising demand, drought, and climate stressors.

Water quality challenges add to these supply pressures. Surface waters across the region face recurring issues such as nutrient loading, chlorophyll-a, bacteria, low dissolved oxygen, salinity fluctuations, and elevated TDS, with impairments documented in Choke Canyon Reservoir, Lake Corpus Christi, and coastal bays including Aransas, Oso, and Nueces. Groundwater concerns include saltwater intrusion, arsenic and uranium presence, and subsidence risks in portions of the Gulf Coast Aquifer. Natural resource sectors—agriculture, fishing, and estuarine ecosystems—depend on adequate freshwater inflows but are increasingly stressed by declining groundwater levels, energy-sector demands, contamination risks, and worsening drought conditions, such as the 2007–2015 drought of record. Strengthening resilience will require continued investment in water storage, diversified supplies, drought planning, and emergency interconnects to protect communities, industries, and ecosystems across the Coastal Bend.



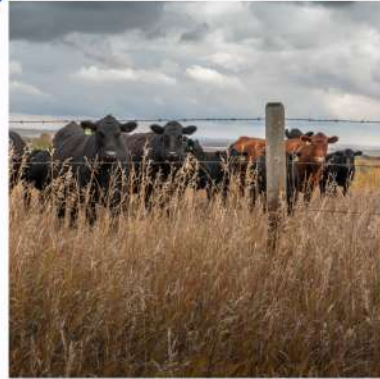
## Housing and Cost of Living

The Coastal Bend region faces substantial housing affordability pressures, driven by high cost burdens among renters, limited affordable units, and an aging housing stock—especially in rural communities. These challenges mirror statewide trends documented in the Texas Consolidated Plan, which identifies severe shortages of affordable housing for low-income renters across non-metro areas. Housing cost burden, defined as spending more than 30% of income on housing, is particularly acute for households earning 0–30% of AMI, a group heavily represented in Corpus Christi and surrounding rural counties. Lower regional median incomes mean that housing, utilities, and insurance consume a larger share of household budgets, with seniors, people with disabilities, and service-sector workers experiencing disproportionate hardship.

Local housing conditions intensify these affordability challenges. The region lacks sufficient affordable rental units near job centers and coastal communities, while many rural single-family homes require significant rehabilitation. This aligns with statewide findings that older and rural housing stock requires greater investment and is more likely to be substandard. Special needs populations—including elderly individuals, people with disabilities, and residents of unincorporated areas—face higher rates of inadequate

housing and fewer accessible units. Housing instability and homelessness also persist, with minority and extremely low-income residents experiencing higher rates of unsheltered homelessness. Outside Corpus Christi, the availability of emergency shelters, transitional housing, and supportive services remains limited, producing acute regional disparities in access to critical resources.

Rural areas of the Coastal Bend experience conditions similar to colonias, including inadequate housing quality, limited infrastructure, and severe affordability constraints, especially where basic water, wastewater, and transportation connectivity are lacking. Combined with lower wages common in the region's service- and tourism-based industries, rising insurance and utility costs, and the scarcity of affordable rental options, households face elevated cost-of-living pressures despite relatively low nominal housing prices. The 2025–2029 State Consolidated Plan underscores that housing affordability is the region's most pressing challenge, especially for extremely low-income renters, seniors, and people with disabilities. These factors directly affect workforce stability, economic mobility, and resilience—reinforcing the need for targeted investment in housing production, rehabilitation, and supportive services within the CEDS framework.



# REGIONAL ECONOMIC DRIVERS

COASTAL BEND COMPREHENSIVE ECONOMIC  
DEVELOPMENT STRATEGY 2026 – 2031



REGIONAL ECONOMIC POWERHOUSE

# The Port of Corpus Christi

*The Port of Corpus Christi on the Texas Gulf Coast is a major economic driver, facilitating trade, supporting industries, and fostering growth.*



**PORT CORPUS CHRISTI**®

## **Strategic Location**

Located on the Gulf of Mexico, the port offers direct access to global shipping routes and connects seamlessly to U.S. highways and rail networks.

## **Cargo Handling**

Renowned for handling diverse commodities—crude oil, petroleum, agriculture, and more—its facilities efficiently manage large cargo volumes.

## **Energy Hub**

A key player in crude oil and LNG exports, the port hosts refineries and petrochemical plants, boosting the local economy.

## **Economic Impact**

Generating thousands of jobs, the port significantly contributes to the region's GDP and supports diverse industries.

## **Environmental Initiatives**

Committed to sustainability, the port engages in eco-friendly practices and community projects, enhancing its reputation and community relations.

## **Future Growth**

With ongoing infrastructure improvements, the port is set for growth, strengthening its role as a regional economic asset.

In brief, the Port of Corpus Christi is vital for its strategic location, cargo handling, and energy sector contributions, driving economic growth on the Texas Gulf Coast.

## ECONOMIC DRIVERS

# Naval Air Stations Corpus Christi and Kingsville

*Naval Air Station Corpus Christi and Naval Air Station Kingsville are pivotal military installations in the Coastal Bend, contributing significantly to the region's economy and development.*



## Naval Air Station Corpus Christi

### Training Hub

Naval Air Station Corpus Christi serves as a premier training facility for naval aviators. It is home to Training Air Wing FOUR, which trains pilots from the U.S. Navy, Marine Corps, Coast Guard, and several allied nations. This training activity fuels local economic growth through employment and operational expenditures.

### Employment Opportunities

The base provides numerous civilian and military jobs, supporting the local economy. The presence of personnel and their families creates a demand for housing, services, and amenities, boosting local businesses.

### Community Engagement

NAS Corpus Christi maintains strong community ties, participating in local events and initiatives. This engagement fosters a positive relationship with the surrounding community and attracts further investment and development.



## Naval Air Station Kingsville

### Advanced Training

NAS Kingsville specializes in advanced jet training, playing a critical role in preparing the next generation of naval aviators. Its operations bring significant financial contributions to the area through contracts and local spending.

### Strategic Importance

The base's strategic location supports national defense objectives, increasing federal investment in infrastructure and technology. This investment enhances local economic stability and growth.

### Economic Multiplier Effect

The base's activities have a multiplier effect on the regional economy, creating additional jobs in sectors such as retail, healthcare, and education. The influx of personnel contributes to demand for local goods and services, further invigorating the regional economy.

# COASTAL BEND COLLEGE

THE KEY TO PROSPERITY

# Higher Education

*The Coastal Bend region is home to four accredited institutions, as well as the Craft Training Center and several apprenticeship programs.*

## **Universities**

Texas A&M University Corpus Christi, Texas A&M Kingsville both offer Bachelors, Masters and Doctoral degrees.

## **Technical Education**

The Craft Training Center trains NCCER level skills in Welding, Pipefitting, Instrumentation, Plumbing and others.

## **Credentials**

Institutions are credentialed by SACSCOC (Southern Association of Colleges and Schools Commission on Colleges; NCCER (National Center for Construction Education and Research) and others.

## **Community Colleges**

Coastal Bend College and Del Mar College take the lead on providing career ready certifications and degree programs.

## **Registered Apprenticeships**

The Coastal Bend has both Merit Shop and Union Apprenticeship programs in electrical, plumbing, masonry and others.

## **Nimble**

Each institution works closely with Industry and Workforce to quickly create content to get employees trained in the right skills.

Higher education in the Coastal Bend works together to provide the education and skills employers need to be productive.





**SHOVEL READY ASSETS**

# Economic Potential in Each County

*The Coastal Bend Region contains numerous potential sites for economic development that are prepared for immediate utilization.*

## Aransas County

*Aransas Pass / Rockport SH-35 Industrial Corridor*

- Multiple cleared, zoned industrial tracts with utilities along SH-35 and Loop 1781
- Appropriate for light manufacturing, marine supply (non-port), and resilience-related industry

## Bee County

*Chase Field Industrial Airport Complex (Beeville)*

- ~1,800+ acres, active industrial airport, utilities in place
- One of South Texas' most established shovel-ready redevelopment sites

## Brooks County

*Falfurrias – US-281 Industrial / Logistics Node*

- Highway-front industrial parcels with utilities available
- Strong fit for food systems, logistics, and border-adjacent support uses

## Duval County

*Freer / Benavides Industrial Sites (Hwy 44 / Hwy 16)*

- Cleared, fenced industrial parcels with heavy-vehicle access
- Scalable sites suitable for small-to-mid industrial users

## Jim Wells County

*Alice Industrial Corridor – US-281 / SH-44*

- Cluster of industrial-zoned tracts with utilities and highway access
- Functions as an aggregated shovel-ready corridor rather than a single pad site

## Kenedy County

*Kenedy / Sarita Energy-Industrial Sites*

- Large-footprint industrial land and campuses, utilities available
- Ideal for energy transition manufacturing and heavy industrial uses

## Kleberg County

*Kingsville Industrial Park / Hwy 77 Corridor*

- Industrial land supported by active county infrastructure investment
- Manufacturing, ag-processing, and logistics-ready (non-higher-ed land)

## Live Oak County

*Three Rivers Industrial / Logistics Area (IH-37 / US-281)*

- Prime crossroads location between San Antonio, Corpus Christi, and the Valley
- Near-term shovel-ready for logistics, manufacturing, and distribution

## Nueces County

*Calallen / Robstown Industrial Sites (Non-Port)*

- CCREDC-vetted sites with utilities, rail, and highway access
- Tier-1 shovel-ready inventory anchoring the region

## Refugio County

*Refugio Transload Terminal Expansion Area*

- ~100+ acres available adjacent to active rail transload facility
- One of the strongest non-port logistics opportunities in the rural Coastal Bend

## San Patricio County

*Gingrich Industrial Site (Sinton Area)*

- ~572 acres, CCREDC Qualified Site with completed due diligence
- Capable of supporting large-scale manufacturing or phased development



# RESILIENCE & RECOVERY

COASTAL BEND COMPREHENSIVE ECONOMIC  
DEVELOPMENT STRATEGY 2026 – 2031



# Resilience and Recovery

*The Coastal Bend's robust framework of regional partnerships, coordinated preparedness planning, and targeted infrastructure investment is building lasting resilience across all eleven counties. We strengthen our communities' ability to withstand, recover from, and adapt to the full range of natural hazards that define life on the Texas Gulf Coast.*

## Disaster Risks and Critical Vulnerabilities

The Coastal Bend faces a multi-hazard hurricane environment characterized by simultaneous risks of storm surge, destructive winds, inland flooding, and tornadoes. While strong winds often capture the most public attention, the National Weather Service emphasizes that flooding remains the deadliest hazard, as torrential rainfall can overwhelm drainage systems, rivers, and transportation corridors across the region. Storm surge, even from offshore tracks, can devastate low-lying coastal areas, damaging homes and infrastructure, while tornadoes embedded in outer rainbands can cause additional destruction far from a storm's center. As highlighted in the 2025 NWS Hurricane Guide, preparedness efforts must address all hazards, not just wind impacts.

The region's coastal geography heightens vulnerability, particularly on barrier islands and in bayside communities where minimal elevation and extensive shoreline

development increase the consequences of surge and wave action. Even without direct landfall, elevated tides and battering surf can inundate neighborhoods, compromise utilities, and contaminate water systems—conditions that demand close monitoring of local surge maps and evacuation orders. Inland, torrential rainbands frequently trigger flash flooding and prolonged river flooding, especially in areas with limited drainage capacity or saturated soils. Flooded roads, underpasses, and low-water crossings quickly become hazardous and can severely restrict emergency response

Vulnerabilities intensify for at-risk populations and essential infrastructure. Mobile and manufactured homes, older structures, and buildings lacking modern wind or flood protections face disproportionately high damage during storms. Residents without personal transportation, medically dependent individuals, and those requiring powered medical equipment encounter barriers to safe evacuation and continuity of care. The NWS urges early enrollment in the State of Texas Emergency Assistance Registry (STEAR) to



support evacuation needs. Meanwhile, disruptions to electricity, water/wastewater systems, fuel supply chains, and communications networks may persist for days or weeks, complicating both emergency operations and economic recovery. Effective preparedness requires relying on official NWS and National Hurricane Center products, maintaining go-kits, reviewing evacuation routes, and securing insurance and documentation well before hurricane season. The NWS Corpus Christi Hurricane Guide consolidates surge maps, safety checklists, and storm updates to help translate risk information into life-saving action.

## Climate and Coastal Resilience

### Regional resilience framework and priorities.

Following Hurricane Harvey, the Coastal Bend established the Regional Resilience Partnership (RRP)—administered by CBCOG and the Harte Research Institute (TAMU-CC)—to move communities from disaster recovery to holistic resilience across all 11 counties. The RRP Strategic Plan (2022–2032) outlines a ten-year, capacity-building agenda: scientific and technical assistance, hyper-local risk identification, training, funding strategies, and project implementation support (a “living” plan with periodic updates). Collectively, these actions are designed to strengthen the people–infrastructure–ecosystem nexus and institutionalize regional collaboration for flood, surge, and wind hazards as well as chronic stressors. [harteresearch.org], [coastalbendcog.org]

### Coastal and flood risk reduction—nature, gray, and governance.

RRP’s approach pairs governance capacity (regional coordination, grant support, and technical guidance) with scalable flood and surge solutions—from wastewater regionalization and watershed restoration to data-driven mapping of flood hazards and social vulnerability that informs high-impact mitigation investments (e.g., CDBG-MIT allocations). External partners (e.g., American Flood Coalition) reinforce the model’s emphasis on understanding current and future risk, prioritizing the most vulnerable neighborhoods, and leveraging inter-jurisdictional coordination, which is especially critical in rural areas with limited staff and resources. In parallel, the Region N Water Plan advances drought and supply resilience (conservation, reuse/ASR, and brackish/seawater desalination) to protect coastal inflows and economic stability—an essential complement to coastal flood and surge strategies. [coastalbendcog.org], [floodcoalition.org], [twdb.texas.gov]

### Critical assets, lifelines, and implementation pathways.

Regional transportation and utility lifelines remain focal points for resilience implementation, with the Corpus Christi MPO developing a criticality framework to prioritize assets for PROTECT-eligible hardening and nature-based defenses. CBCOG’s preparedness work (THIRA/SPR, interoperable communications, mutual aid) and RRP’s training and technical assistance together establish repeatable pathways to plan, fund, and deliver projects that reduce losses and speed recovery. The combined framework—RRP Strategic



Plan (capacity and governance), MPO resilience planning (asset prioritization), and Region N water strategies (supply reliability)—provides a coordinated roadmap to strengthen coastal and climate resilience while aligning with state and federal funding opportunities.

## **Economic Diversification and Supply Chain**

The Coastal Bend’s economy is high-output and capital-intensive, anchored by refining, petrochemicals, chemicals, and related logistics—clusters that deliver outsized value-added but relatively modest direct employment shares. That industrial core confers global competitiveness yet concentrates risk in commodity cycles, trade shocks, and hurricane-related disruptions that can simultaneously affect refineries, ports, and energy corridors. The Texas statewide strategy calls for strengthening Business & Industry, Innovation & Entrepreneurship, Workforce, and Infrastructure, explicitly encouraging regions to broaden sector portfolios while reinforcing core capabilities—an approach that maps cleanly to the Coastal Bend’s opportunity to retain its energy edge while accelerating growth in adjacent and emerging sectors (advanced manufacturing, blue economy/mariculture, logistics tech, data & AI-enabled services, life sciences) and deepening local supply chains.

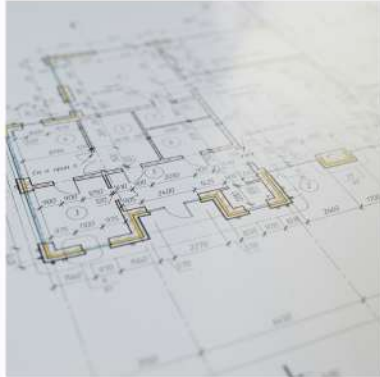
Diversification cannot be separated from water, broadband, and resilience. Region N’s water plan anticipates long-run supply gaps and prescribes conservation, reuse/ASR, and desalination to underwrite growth in both industrial and population-serving sectors; those utilities are prerequisites for siting advanced manufacturing, agri-processing, and data-rich service operations. At the same time, broadband fiber scarcity and high single-provider dependence in the South Region remain adoption and affordability bottlenecks that undercut the region’s ability to land data-intensive employers and convert residents into a digitally productive workforce—issues flagged in the state’s Broadband Plan and directly relevant to expanding tech-enabled clusters.

Finally, diversification must be resilience-positive. The Regional Resilience Partnership (RRP) Strategic Plan (2022–2032) sets a capacity-building agenda (governance, technical assistance, hyper-local risk identification, training, and funding strategy) to reduce flood/surge losses and accelerate recovery—conditions investors increasingly scrutinize. The American Flood Coalition’s case study with the Coastal Bend underscores the competitive value of regional collaboration and social-vulnerability-aware prioritization for flood mitigation; these features improve business continuity, shorten downtime, and protect labor markets—concrete benefits that make the region more investable.

# Regional Swot Analysis

A strategic assessment identifying the region's competitive assets, persistent challenges, emerging prospects, and external risks — developed to guide goal-setting and priority action over the next five-year planning cycle.

<div data-bbox="133 478 181 529"></div> <div data-bbox="186 485 386 529"><b>Strengths</b></div> <div data-bbox="698 483 787 619"></div> <ul style="list-style-type: none"> <li> <div data-bbox="149 535 435 567"><b>Strategic Location</b></div> <div data-bbox="178 567 644 630"><i>Proximity to San Antonio, Houston, and the Port of Corpus Christi.</i></div> </li> <li> <div data-bbox="149 661 389 693"><b>Industrial Base</b></div> <div data-bbox="178 693 641 787"><i>Strong presence in petrochemical, steel production, and emerging carbon capture projects.</i></div> </li> <li> <div data-bbox="149 819 446 850"><b>Educational Assets</b></div> <div data-bbox="178 850 776 913"><i>Multiple universities and community colleges supporting workforce development.</i></div> </li> <li> <div data-bbox="149 945 641 976"><b>Natural Resources &amp; Eco-Tourism</b></div> <div data-bbox="178 976 665 1039"><i>Coastal access, birding, mariculture, and nature-based tourism.</i></div> </li> <li> <div data-bbox="149 1071 532 1102"><b>Community Engagement</b></div> <div data-bbox="178 1102 625 1165"><i>Active civic organizations and interest in regional collaboration.</i></div> </li> </ul>	<div data-bbox="863 478 912 529"></div> <div data-bbox="917 485 1169 529"><b>Weaknesses</b></div> <div data-bbox="1347 483 1518 619"></div> <ul style="list-style-type: none"> <li> <div data-bbox="880 535 1198 567"><b>Water Infrastructure</b></div> <div data-bbox="909 567 1421 630"><i>Aging systems, limited access in rural areas, and high costs for expansion.</i></div> </li> <li> <div data-bbox="880 661 1136 693"><b>Workforce Gaps</b></div> <div data-bbox="909 693 1502 756"><i>Shortages in skilled trades, healthcare, and technical fields; lack of training for youth.</i></div> </li> <li> <div data-bbox="880 787 1144 819"><b>Rural Disparities</b></div> <div data-bbox="909 819 1323 913"><i>Shrinking populations, limited commercial space, and poor connectivity in rural counties.</i></div> </li> <li> <div data-bbox="880 945 1128 976"><b>Siloed Planning</b></div> <div data-bbox="909 976 1518 1039"><i>Fragmented coordination between counties and cities; lack of unified regional strategy.</i></div> </li> <li> <div data-bbox="880 1071 1182 1102"><b>Quality of Life Gaps</b></div> <div data-bbox="909 1102 1421 1165"><i>Limited amenities, public transit, and affordable housing in many areas.</i></div> </li> </ul>
<div data-bbox="133 1213 181 1264"></div> <div data-bbox="186 1220 467 1264"><b>Opportunities</b></div> <div data-bbox="665 1207 787 1344"></div> <ul style="list-style-type: none"> <li> <div data-bbox="149 1270 467 1302"><b>Emerging Industries</b></div> <div data-bbox="178 1302 665 1365"><i>Growth in AI, data mining, pharmaceuticals, and clean energy.</i></div> </li> <li> <div data-bbox="149 1396 495 1459"><b>Regional Marketing &amp; Supplier Development</b></div> <div data-bbox="178 1459 625 1522"><i>Potential to attract investment through coordinated campaigns.</i></div> </li> <li> <div data-bbox="149 1554 544 1585"><b>Infrastructure Investment</b></div> <div data-bbox="178 1585 665 1648"><i>Rail, broadband, and water systems to support growth and resilience.</i></div> </li> <li> <div data-bbox="149 1680 544 1743"><b>Entrepreneurship &amp; Small Business Support</b></div> <div data-bbox="178 1743 560 1806"><i>Incubators, mentorship, and access to capital.</i></div> </li> <li> <div data-bbox="149 1837 454 1869"><b>Youth Engagement</b></div> <div data-bbox="178 1869 698 1932"><i>Programs to retain talent and prepare students for local employment.</i></div> </li> </ul>	<div data-bbox="847 1213 896 1264"></div> <div data-bbox="901 1220 1055 1264"><b>Threats</b></div> <div data-bbox="1396 1207 1518 1344"></div> <ul style="list-style-type: none"> <li> <div data-bbox="863 1270 1247 1302"><b>Climate &amp; Water Security</b></div> <div data-bbox="893 1302 1412 1365"><i>Drought, extreme weather, and water scarcity threaten sustainability.</i></div> </li> <li> <div data-bbox="863 1396 1193 1428"><b>Economic Disruption</b></div> <div data-bbox="893 1428 1339 1491"><i>Overreliance on a few industries; lack of diversification.</i></div> </li> <li> <div data-bbox="863 1522 1421 1554"><b>Cybersecurity &amp; Infrastructure Decay</b></div> <div data-bbox="893 1554 1274 1617"><i>Vulnerabilities in digital and physical systems.</i></div> </li> <li> <div data-bbox="863 1648 1201 1680"><b>Border-Related Crime</b></div> <div data-bbox="893 1680 1339 1743"><i>Human trafficking and narcotics impacting safety and stability.</i></div> </li> <li> <div data-bbox="863 1774 1437 1806"><b>Insurance &amp; Housing Market Instability</b></div> <div data-bbox="893 1806 1307 1869"><i>Rising costs and poor building practices in some areas.</i></div> </li> </ul>



# GOALS, OBJECTIVES & ACTION PLANS

COASTAL BEND COMPREHENSIVE ECONOMIC  
DEVELOPMENT STRATEGY 2026 – 2031

# Goal 1

# Sustainable Infrastructure

Sustainable infrastructure is needed because more frequent extreme weather events and increasing insurance costs demand resilient systems that can reduce losses and maintain essential services. It strengthens long-term economic, social, and environmental stability by prioritizing future-ready infrastructure to remain competitive and adaptable in a changing world.

## REGIONAL FOCUS

Water/wastewater expansion, drainage, roads, broadband, resilience, clean energy, and long-term infrastructure sustainability.

### **Objective 1.1 — Expand and modernize essential infrastructure systems especially in rural and underserved areas.**

#### STRATEGIC ACTIONS

- Conduct comprehensive infrastructure assessments to identify critical gaps and priority upgrades.
- Secure funding for system upgrades and expansions, especially for rural and underserved communities.
- Coordinate with state and local governments to prioritize improvements to roads, drainage systems, and utility networks.

### **Objective 1.2 — Improve regional broadband access and connectivity.**

#### STRATEGIC ACTIONS

- Develop comprehensive broadband plans to ensure interconnectivity and coverage, particularly in rural areas.
- Pursue funding opportunities to expand broadband infrastructure and close regional digital divides.

### **Objective 1.3 — Strengthen regional resilience to climate impacts and disasters.**

#### STRATEGIC ACTIONS

- Develop localized disaster preparedness strategies for individual communities.
- Collaborate with regional partners to advance climate resilience planning and mitigation initiatives.



## Objective 1.4 — Promote long-term sustainable and future-ready infrastructure development.

### STRATEGIC ACTIONS:

- Support infrastructure projects that enhance long-term sustainability, such as desalination, rail connectivity, and clean energy systems.
- Integrate sustainable practices into regional planning and infrastructure decision-making.

## Measuring Progress

Number of Assessments Completed; Investment dollars secured for infrastructure improvements; Number of communities with updated disaster preparedness plans; Number of infrastructure projects completed (e.g., drainage, roads, broadband)

## Action Partners

Local Governments & Public Works Departments; Coastal Bend Council of Governments; Nueces River Authority; Texas Water Development Board; Texas Department of Transportation; Corpus Christi MPO; Texas Broadband Development Office; Port of Corpus Christi;

## Goal 2

# Workforce Prosperity

Workforce prosperity is a strong goal for the Coastal Bend because a skilled, stable, and well supported workforce is the foundation of regional economic growth and industry competitiveness. When residents have access to training, good jobs, housing, and transportation, businesses are better able to expand and attract new investment. Prioritizing workforce prosperity ensures long term opportunity for local families while strengthening the region’s overall economic resilience and quality of life.

### REGIONAL FOCUS

Technical training, industry-aligned pathways, retention strategies, training for emerging sectors – Artificial Intelligence, pharmaceuticals, lower carbon energy.

### Objective 2.1 — Strengthen technical and vocational training aligned with regional industry needs.

#### STRATEGIC ACTIONS:

- Expand dual credit and certification programs in high demand fields such as welding, refinery technology, and healthcare.
- Maintain and grow partnerships between industry and education providers to align training with current and future workforce demands.

### Objective 2.2 — Build coordinated career pathways for youth and non college bound students.

#### STRATEGIC ACTIONS:

- Expand structured collaborations between industries, school districts, community colleges, and workforce boards.
- Increase work based learning opportunities such as internships, apprenticeships, and job shadowing programs.



## **Objective 2.3 — Improve workforce retention through housing, transportation, and quality of life investment.**

### **STRATEGIC ACTIONS:**

- Develop housing and transit solutions that reduce barriers to employment and support long term workforce stability.
- Support community improvement initiatives that enhance overall livability and attract talent.

## **Objective 2.4 — Enhance community appeal for attracting and retaining relocating employees.**

### **STRATEGIC ACTIONS:**

- Invest in local amenities, recreation, and public spaces that improve residents’ daily experience.
- Promote a welcoming community culture through partnerships with chambers, employers, and civic groups.

## **Objective 2.5 — Expand training access in emerging and future focused industries.**

### **STRATEGIC ACTIONS:**

- Partner with technology firms, universities, and colleges to offer training in artificial intelligence, biotechnology, pharmaceuticals, and lower carbon energy fields.
- Support development of innovation oriented programs that prepare workers for evolving economic opportunities.

## **Measuring Progress**

Number of individuals completing technical/vocational training programs; Employment rates among 18–34-year-olds; Number of certifications or credentials earned in priority sectors

## **Action Partners**

Local Governments; Independent School Districts; Coastal Bend College; Del Mar College; Texas A&M University Corpus Christi, Texas A&M University Kingsville; Craft Training Center; Workforce Solutions of the Coastal Bend; Employment to Education Partners; Economic Development Corporations

## Goal 3

# Resilient Economic Growth

Resilient economic growth is a strong goal for the Coastal Bend because it helps the region withstand shocks—from hurricanes to industry fluctuations—while maintaining stable jobs and investment. By diversifying the economy and strengthening local capacity, the region becomes less vulnerable to downturns and better positioned for long term prosperity. This approach ensures communities can adapt, recover quickly, and continue thriving even as conditions change.

### REGIONAL FOCUS

Capital access, entrepreneurship, community-led development, diversification, rural business support, addressing housing/medical access, and regional collaboration.

### Objective 3.1: Improve access to capital and support small business growth, especially in rural areas.

#### STRATEGIC ACTIONS

- Establish a Logistics Tech Sandbox in a rural community to stimulate entrepreneurship and innovation.
- Conduct sector specific feasibility studies to guide investment and identify high impact opportunities.

### Objective 3.2: Strengthen community led economic development and local capacity.

#### STRATEGIC ACTIONS

- Support community driven initiatives that build local leadership and foster place based development.
- Develop a regional housing strategy to improve affordability and ensure the availability of workforce housing.

### Objective 3.3: Foster innovation through stronger partnerships with universities and technology organizations.

#### STRATEGIC ACTIONS

- Create a Blue Economy & Mariculture Hub, including hatchery expansion, contractor certifications, cold chain improvements, and joint R&D with universities.
- Collaborate with research institutions and tech partners to accelerate innovation across emerging sectors.



## **Objective 3.4: Diversify the regional economy into future focused sectors.**

### **STRATEGIC ACTIONS**

- Conduct feasibility studies for industries such as carbon capture, agribusiness, data mining, and clean manufacturing.
- Support targeted entrepreneurial and workforce initiatives that open pathways into high growth industries.

## **Objective 3.5: Address structural barriers that limit economic opportunity.**

### **STRATEGIC ACTIONS**

- Expand telehealth and mobile clinics to improve access to medical care in underserved communities.
- Integrate transportation, housing, and healthcare strategies to reduce barriers to employment and business growth.

## **Measuring Progress**

Number of patents filed; Number of feasibility studies completed; Regional housing strategy published;  
Number of Plans developed

## **Action Partners**

Local Governments; Coastal Bend College; Del Mar College; Texas A&M University Corpus Christi, Texas A&M University Kingsville; Workforce Solutions of the Coastal Bend; Economic Development Corporations; Small Business Development Center; Regional Housing Authorities; Regional Transit Agencies; Hospital Systems

## Goal 4

# Vibrant Communities

Vibrant communities are essential for the Coastal Bend because they attract and retain residents, talent, and businesses by offering a high quality of life rooted in culture, recreation, and local identity. Strong downtowns, thriving public spaces, and connected neighborhoods also stimulate local economies and support small businesses. By fostering welcoming, dynamic places, the region builds long-term resilience and ensures that both current and future generations can flourish.

### REGIONAL FOCUS

Cross county cooperation, rural inclusion, alignment with state priorities, tracking success metrics, strengthening cultural assets, housing affordability, environmental stewardship, and public health.

### **Objective 4.1 — Strengthen cross county communication and coordinated regional planning.**

#### STRATEGIC ACTIONS

- Host quarterly stakeholder meetings to review progress and adjust strategies, rotating host counties to ensure regionwide participation.
- Hold quarterly cross county convenings to promote coordination and shared problem solving.

### **Objective 4.2: — Ensure rural communities are fully represented and have equitable access to funding and projects.**

#### STRATEGIC ACTIONS

- Develop a rural engagement strategy to ensure inclusive participation in regional planning processes.
- Support rural jurisdictions in accessing state and federal funding opportunities through technical assistance and collaborative grant development.



### **Objective 4.3 — Align regional goals with local strategic plans and state/federal priorities.**

#### **STRATEGIC ACTIONS**

- Conduct regular policy reviews to ensure the CEDS remains aligned with local comprehensive plans, state strategies, and federal funding priorities.
- Publish an annual investor showcase aligned to target sectors to reinforce strategic alignment and attract partners.

### **Objective 4.4 — Use data driven metrics to measure economic performance and guide decision making.**

#### **STRATEGIC ACTIONS**

- Implement and maintain a regional performance dashboard tracking job creation, business growth, infrastructure investment, and population trends.
- Publish the regional performance dashboard annually to ensure transparency and encourage accountability.

### **Objective 4.5: Strengthen downtowns, waterfronts, cultural assets, and community well being.**

#### **STRATEGIC ACTIONS**

- Advance strategies that support housing affordability, environmental stewardship, and public health as foundational elements of regional economic competitiveness.
- Promote redevelopment and placemaking initiatives that enhance downtowns, waterfronts, and cultural districts.

## **Measuring Progress**

Rural engagement strategy published; Number of policy review meetings; Performance dashboard published; Number of quarterly stakeholder meetings

## **Action Partners**

Local Governments; Texas Department of Agriculture; Economic Development Administration; Other State & Federal agencies; Coastal Bend College; Del Mar College; Texas A&M University Corpus Christi, Texas A&M University Kingsville; Workforce Solutions of the Coastal Bend; Economic Development Corporations;

## Goal 5

# Healthy Environment

A healthy environment is essential for the Coastal Bend because clean air, water, and resilient natural systems directly support the region's fishing, tourism, and outdoor-recreation economies. Protecting ecosystems like bays, estuaries, wetlands, and coastal habitats also strengthens community resilience against storms, flooding, and climate impacts. By prioritizing environmental health, the region ensures long-term economic stability and improves quality of life for residents and future generations.

### REGIONAL FOCUS

Air/water quality, climate resilience, natural resources, environmental health, and community well-being.

### Objective 5.1: Improve air and water quality across the region.

#### STRATEGIC ACTIONS

- Implement regional water quality monitoring stations in bays, estuaries, and inland waterways in coordination with universities and river authorities.
- Expand air quality sensor networks in population centers and industrial corridors to track PM2.5, ozone, and VOCs.

### Objective 5.2: Strengthen coastal and climate resilience.

#### STRATEGIC ACTIONS:

- Support municipal stormwater upgrades, including green infrastructure such as bioswales, permeable pavements, and wetland buffers.
- Add 100 acres of green infrastructure and track PM2.5 and ozone reductions at new sensor locations.



## **Objective 5.3: Protect and enhance natural resources and ecosystem services.**

### **STRATEGIC ACTIONS:**

- Reduce non point source pollution through agricultural best management practice (BMP) incentive programs.
- Strengthen water conservation initiatives, including leak detection, water loss auditing, and drought resistant landscaping.

## **Objective 5.4: Reduce environmental health risks and improve community well being.**

### **STRATEGIC ACTIONS:**

- Reduce municipal water loss by 15% based on AWWA audit standards.
- Expand conservation and environmental health initiatives that improve air quality, water quality, and overall public health outcomes.

## **Measuring Progress**

Number of water quality monitoring sites installed regionwide; Percentage change in key water quality indicators (e.g., bacteria counts, nitrogen/phosphorus loads); Annual reductions in PM2.5 and ozone levels at monitored sites; Number of stormwater retrofit projects completed; Gallons of water saved annually through conservation initiatives

## **Action Partners**

Local Governments; Harte Research Institute; The Blucher Institute; Texas Department of Agriculture; Other State & Federal agencies; Texas Water Development Board; Air Quality Partnership; Coastal Bend College; Del Mar College; Texas A&M University Corpus Christi, Texas A&M University Kingsville



# EVALUATION & ACCOUNTABILITY

COASTAL BEND COMPREHENSIVE ECONOMIC  
DEVELOPMENT STRATEGY 2026 – 2031

# Evaluation Framework

*CBCOG tracks progress across all five goal areas through annual reporting, a public-facing regional performance dashboard, and a full five-year CEDS update — ensuring regional investments remain transparent, measurable, and accountable to all stakeholders.*

## Performance Measures and Baselines

Effective implementation of the CEDS requires clear, measurable performance indicators and reliable baseline data to assess progress over time. Performance measures should track outcomes across the plan’s major goal areas—workforce readiness, infrastructure and resilience, business expansion and diversification, housing and quality of life, and regional collaboration. These indicators help quantify how well the region is advancing economic resilience, closing equity gaps, and supporting high-value industry growth. Establishing baselines using the most recent available data provides an objective starting point from which year-to-year performance can be compared, ensuring that progress is transparent and actionable for partners.

Baseline metrics typically include labor force participation, educational attainment, and job creation, as well as sector diversity, small-business growth, broadband access, water supply capacity, transportation mobility, and housing affordability. Many of these data points derive from authoritative regional planning sources—such as the Region N

Water Plan, which establishes long-term water-supply baselines and projected shortages for the Coastal Bend, and the Texas Broadband Plan, which provides baseline measures for high-speed coverage, provider competition, and digital adoption in the South Texas region. These baselines ensure that future investments—whether in infrastructure, workforce, or economic diversification—are evaluated against consistent reference points..

## Annual Reporting and Dashboards

Annual reporting is a core component of the CEDS implementation process, ensuring that regional partners have a clear, consistent view of progress toward the plan’s goals. Each year, CBCOG—working with economic development organizations, local governments, workforce agencies, water and transportation partners, and higher education institutions—will compile updated data on key performance indicators such as job creation, business growth, workforce credential attainment, broadband expansion, water-supply improvements, housing production, and resilience investments. This annual report provides a

# Five-Year Implementation Cycle



transparent assessment of what has been accomplished, where gaps remain, and which strategies or projects need adjustment to stay aligned with regional priorities and changing conditions.

A regional performance dashboard will complement the annual report by offering a real-time, user-friendly platform where stakeholders can access updated metrics throughout the year. Dashboards allow decision-makers to track trends at a glance—such as labor force changes, infrastructure upgrades, or progress on resilience and mitigation projects—and support evidence-based planning across jurisdictions. The dashboard also reinforces accountability by making key indicators publicly accessible, helping communities understand how regional investments translate into measurable outcomes.

Together, annual reporting and dashboards strengthen coordination across partners by creating a continuous feedback loop. As data improve and new initiatives launch, the dashboard and annual reports will evolve, incorporating additional metrics tied to economic diversification, supply-chain resilience, water security, and digital inclusion. This approach ensures that the Coastal Bend maintains a shared, data-driven strategy for long-term economic growth and resilience.

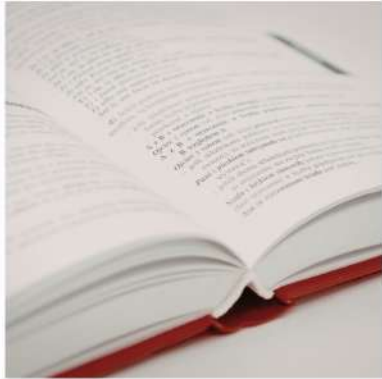
## Five-Year Update Process

The Comprehensive Economic Development Strategy (CEDS) undergoes a full update every five years to ensure it reflects current economic conditions, emerging

opportunities, and evolving regional challenges. This update begins with a broad data refresh—including new demographic, workforce, industry, infrastructure, broadband, and resilience indicators—paired with a review of major regional plans such as the Region N Water Plan, transportation plans, local comprehensive plans, and the Regional Resilience Partnership Strategic Plan (2022–2032), which emphasizes continuous reassessment of risks, mitigation priorities, and community needs.

The update process includes extensive stakeholder engagement, bringing together economic development organizations, local governments, industry partners, higher education institutions, workforce boards, environmental organizations, and community groups. These partners evaluate progress on existing goals, identify new or emerging economic sectors, reassess vulnerabilities, and revise strategies to ensure alignment with federal EDA guidelines and regional priorities. Input from businesses and residents ensures the updated CEDS addresses on the ground needs and supports equitable economic participation.

The final phase focuses on revising goals, strategies, and the project pipeline to reflect updated conditions and stakeholder priorities. The five year update also realigns performance measures and baselines to ensure continuity with new data and reporting frameworks. Once adopted by CBCOG and regional partners, the updated CEDS becomes the guiding blueprint for regional investment, funding applications, and coordinated economic development efforts for the next five year cycle.



# APPENDICES

## COASTAL BEND COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY 2026 – 2031

COASTAL BEND ECONOMIC DEVELOPMENT DISTRICT

# Comprehensive Economic Development Strategy Committee

NAME	ORGANIZATION	INDUSTRY	AREA OF REPRESENTATION
Jeff Sjostrom	Aransas County Partnership EDC	Economic Development	Aransas County
Randy Seitz	Bee Area Partnership	ED/Tourism	Bee
Commissioner Aaron Trevino	Brooks County	Government	Brooks
Mayor Sally Ann Lichtenberg	City of San Diego	Government	Duval County
Ann Awalt	CACOST	Community Services	Rural Coastal Bend
Judge Charles Burns	Kenedy County	Government	Kenedy
Francis Garcia	Kleberg County	Government	Kleberg & Kingsville
Glynis Strausse	ConocoPhillips	Industry	Live Oak
Dan Korus	Del Mar College	Higher Education	Corpus Christi
Michelle Unda	CCREDC	Economic Development	Nueces
Lenny Anzualdua	RCCCD	Economic Development	Refugio
Jeff West	TAMUK	Higher Education	Coastal Bend
Craig Casper	CCMPO	Transportation	Corpus Christi
Dr. Kiersten Stanzel	CBBE	Environmental	Coastal Bend
Bob Paulison	CBIP	Industry	Corpus Christi
Jeff Pollack	POCC	Port	Coastal Bend
Travis Pruski	N-RA	Water	Regional
Alba Silvas	WFSCB	Workforce Development	Multi-Locations
Jodi Carr	Ingleside EDC	Economic Development	San Patricio
Adam Gawarecki	San Patricio County EDC	Economic Development	San Patricio
Dr. Michelle Lane	Coastal Bend College	Education	Regional
Arturo Marquez	City of Corpus Christi	Economic Development	Corpus Christi
Dr. Deniz Gevrek	TAMUCC	Higher Education	Corpus Christi
Dr. Diana DelAngel	HRI		Corpus Christi



## Committee Partners, Roles and Collaborations

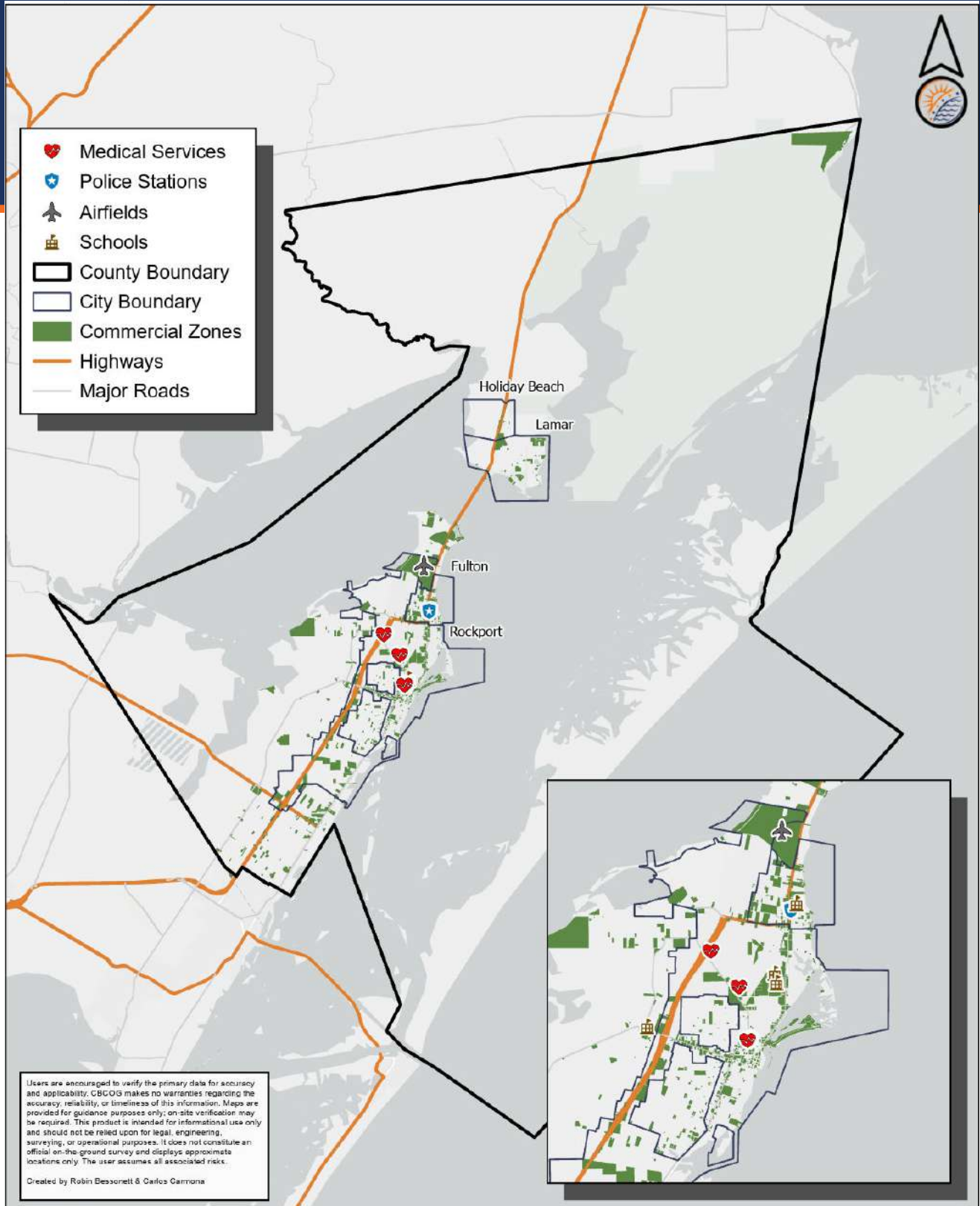
The regional economic development network is anchored by city/county EDCs and business partnerships that convene employers, identify project sites, and lead business retention/expansion: Aransas County Partnership EDC, Bee Area Partnership, Ingleside EDC, San Patricio County EDC, and Corpus Christi Regional EDC. These partners surface private-sector needs, coordinate permitting, and package local incentives for high-impact investments.

Local governments provide policy, land-use, and infrastructure alignment: Counties and cities coordinate capital planning, zoning, and right-of-way to de-risk project delivery. Industry representatives—ConocoPhillips and CBIP—advise on supply-chain localization, safety/quality standards, and workforce requirements, helping convert regional capabilities into purchase orders.

The region’s infrastructure and mobility partners include the Port of Corpus Christi—gateway for exports and project cargo—and the Corpus Christi MPO, which prioritizes freight corridors and resilience for USDOT funding. Water planning and reliability is led by the Nueces River Authority, aligning reuse/ASR, treatment, and conveyance improvements with growth areas. Environmental and coastal stewardship is represented by the Coastal Bend Bays & Estuaries Program and Harte Research Institute to integrate nature-based solutions and estuary health into capital plans.

Talent and innovation capacity comes from Del Mar College, Texas A&M University–Kingsville, TAMU–Corpus Christi, and Coastal Bend College, which co-design employer-aligned credentials, apprenticeships, and applied research. The Workforce Solutions Coastal Bend board coordinates sector partnerships, incumbent-worker upskilling, On-the-Job Training (OJT), and supportive services (childcare/transport). CACOST and other community providers help reach rural and underserved populations with wraparound services so residents can complete training and persist in employment.

# Aransas Economic Region



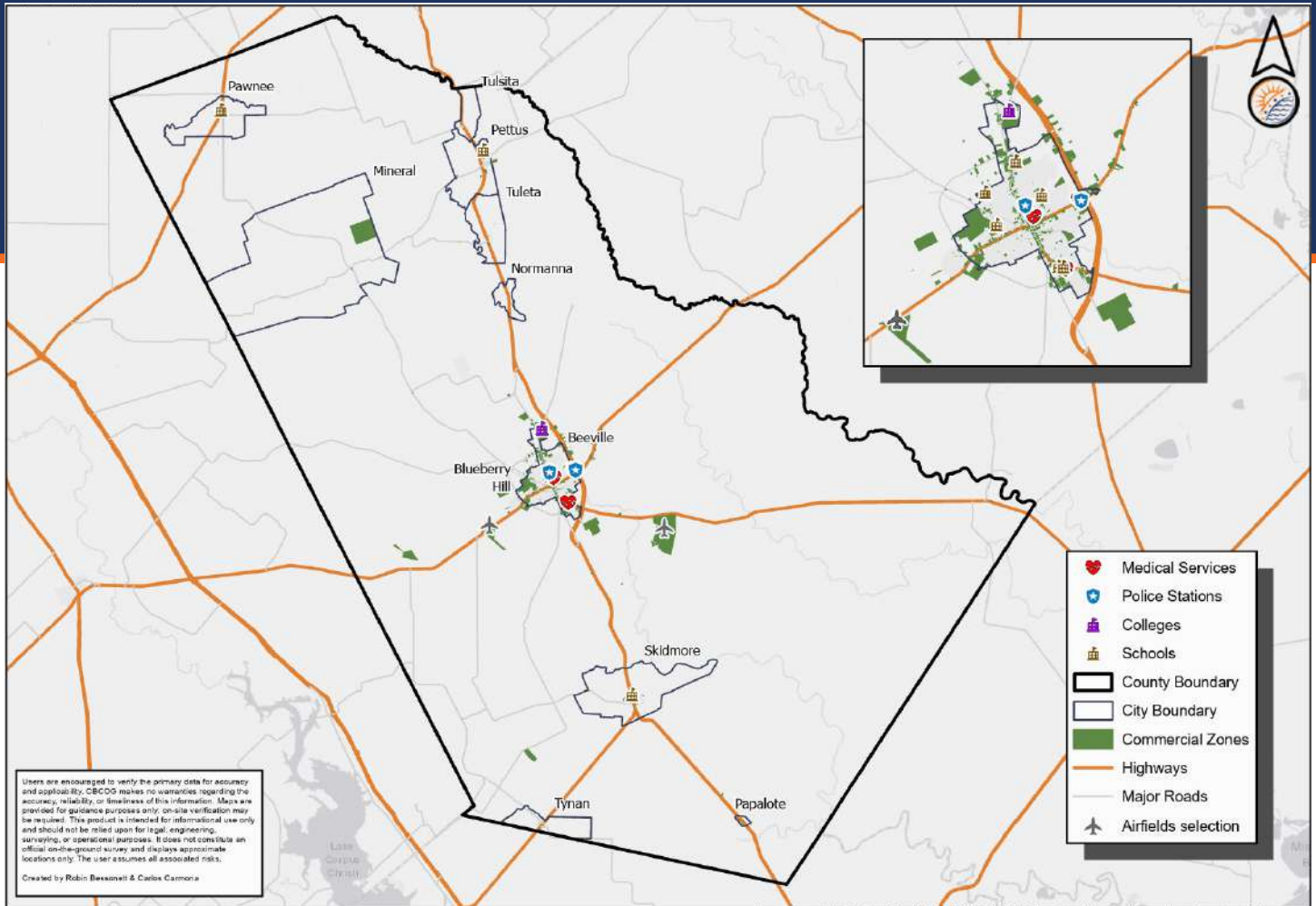
Data sources: Esri, Tom Tom, Garmin, FAO, NOAA, ISGS, ©OpenStreetMap contributors, Texas Department of Transportation (2025), US. Department of Transportation (BTS NTAD, 2025). Esri U.S. Federal Datasets (2025). CBCOG

# Aransas Economic Region SWOT Analysis

*A strategic assessment identifying the region’s competitive assets, persistent challenges, emerging prospects, and external risks — developed to guide goal-setting and priority action over the next five-year planning cycle.*

<p><b>★ Strengths</b></p> <p><i>S</i></p> <ul style="list-style-type: none"> <li>• Strong tourism, recreation, and coastal amenities, supported by a growing accommodation and food services sector, which generated over \$90 million in annual sales in 2022. [<a href="https://census.gov">census.gov</a>]</li> <li>• Significant agricultural output, with production agriculture contributing over \$257 million in economic output and 3,325 jobs, showing a diverse farm, ranch, and aquaculture base. [<a href="https://agecoext.tamu.edu">agecoext.tamu.edu</a>]</li> <li>• Steady population and income growth, including a 6.16% increase in median household income (2022–2023) and rising property values. [<a href="https://datausa.io">datausa.io</a>]</li> </ul>	<p><b>! Weaknesses</b></p> <p><i>W</i></p> <ul style="list-style-type: none"> <li>• High poverty rate (18.7%), above state and national averages, indicating persistent economic vulnerability. [<a href="https://datausa.io">datausa.io</a>]</li> <li>• Aging population (median age 51) and a relatively low employment rate (48.3%), which may limit workforce availability. [<a href="https://data.census.gov">data.census.gov</a>]</li> <li>• Infrastructure vulnerabilities, including limited healthcare access—highlighted by previous hospital closure impacts documented in regional resilience analyses. [<a href="https://storymaps.arcgis.com">storymaps.arcgis.com</a>]</li> </ul>
<p><b>↑ Opportunities</b></p> <p><i>O</i></p> <ul style="list-style-type: none"> <li>• Growing diversification potential, including agribusiness expansion, coastal recreation, aquaculture, and nature based tourism. [<a href="https://agecoext.tamu.edu">agecoext.tamu.edu</a>]</li> <li>• Strengthening coastal resilience, bolstered by improved Coastal Resilience Index scores and new opportunities for hazard mitigation funding. [<a href="https://seagrant.noaa.gov">seagrant.noaa.gov</a>]</li> <li>• Increasing population growth (7.6% from 2010–2022) and strong homeownership rates signal a stable residential base attractive to new business development. [<a href="https://usafacts.org">usafacts.org</a>]</li> </ul>	<p><b>⚠ Threats</b></p> <p><i>T</i></p> <ul style="list-style-type: none"> <li>• High exposure to hurricanes, sea level rise, and storm surge, documented in the Texas Coastal Resiliency Master Plan. [<a href="https://glo.texas.gov">glo.texas.gov</a>]</li> <li>• Economic fluctuations tied to tourism and seasonal industries, which may leave the county vulnerable during downturns. (Supported by strong but concentrated service sector activity.) [<a href="https://lotscap.com">lotscap.com</a>]</li> <li>• Environmental health risks and non point source pollution, which can affect water quality and coastal ecosystems essential to the local economy. (Linked to agriculture and coastal development.)</li> </ul>

# Bee County Economic Region



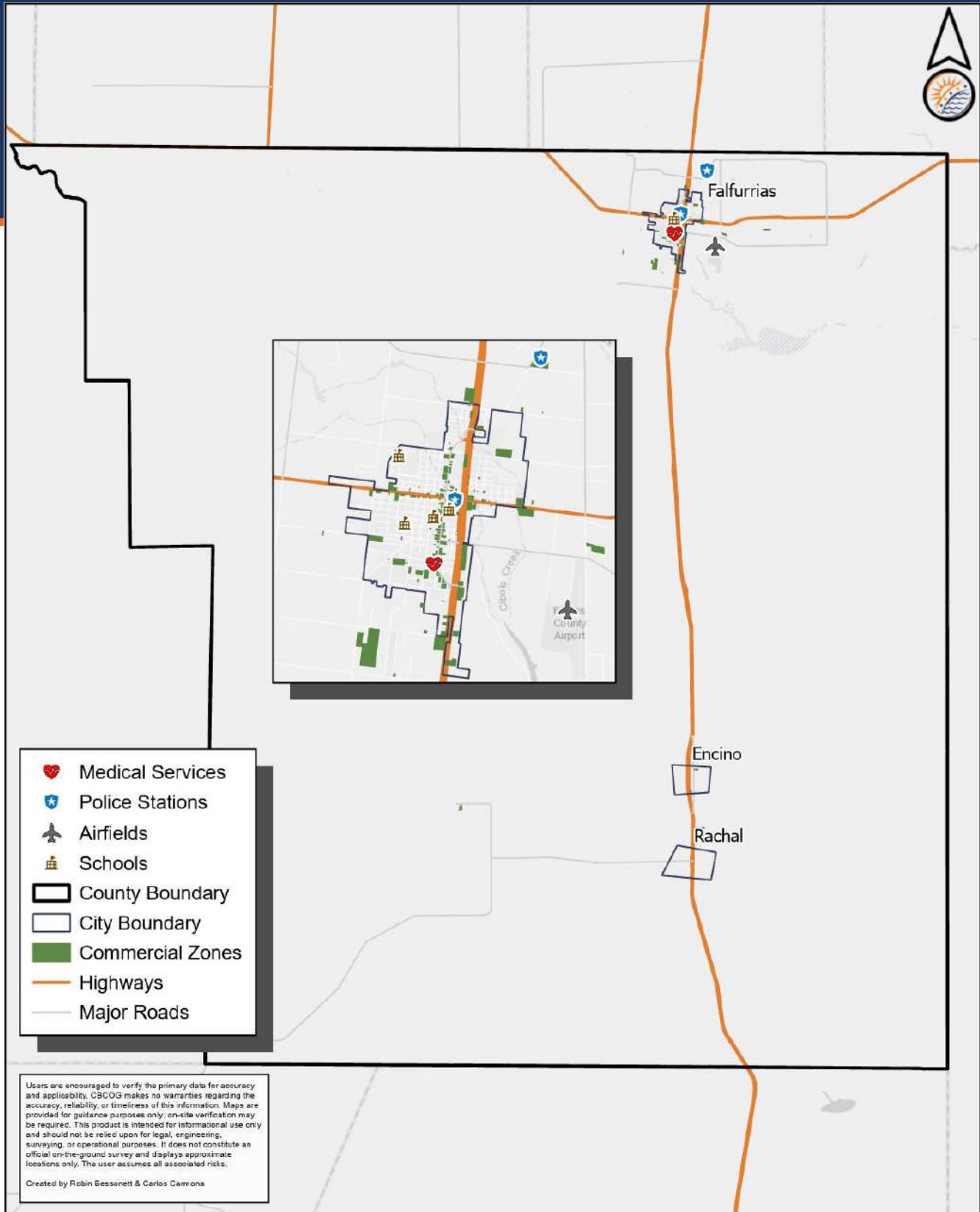
Data sources: Esri, Tom Tom, Garmin, FAO, NOAA, ISGS, ©OpenStreetMap contributors, Texas Department of Transportation (2025), U.S. Department of Transportation (BTS NTAD, 2025). Esri U.S. Federal Datasets (2025). CBCOG

# Bee County Economic Region SWOT Analysis

*A strategic assessment identifying the region’s competitive assets, persistent challenges, emerging prospects, and external risks — developed to guide goal-setting and priority action over the next five-year planning cycle.*

<p><b>★ Strengths</b> <span style="float: right; font-size: 4em; opacity: 0.2;">S</span></p> <ul style="list-style-type: none"> <li>• Growing household income, with an 11.5% increase from 2022 to 2023, indicating improving economic conditions. [<a href="https://datausa.io">datausa.io</a>]</li> <li>• Young median age (35.8) and strong presence of Coastal Bend College, supporting a locally trained workforce. [<a href="https://datausa.io">datausa.io</a>]</li> <li>• High homeownership rate (72.1%) and relatively affordable housing compared to the state. [<a href="https://datausa.io">datausa.io</a>]</li> </ul>	<p><b>! Weaknesses</b> <span style="float: right; font-size: 4em; opacity: 0.2;">W</span></p> <ul style="list-style-type: none"> <li>• Higher than average poverty rate (17–17.6%), signaling ongoing social and economic challenges. [<a href="https://datausa.io">datausa.io</a>], [<a href="https://censusreporter.org">censusreporter.org</a>]</li> <li>• Lower educational attainment, with only 14% holding a bachelor’s degree or higher, below state and national averages. [<a href="https://census.gov">census.gov</a>]</li> <li>• Limited economic diversity, with a significant share of jobs in government, education, and health—leaving the local economy sensitive to public sector shifts. [<a href="https://city-data.com">city-data.com</a>]</li> </ul>
<p><b>↑ Opportunities</b> <span style="float: right; font-size: 4em; opacity: 0.2;">O</span></p> <ul style="list-style-type: none"> <li>• Growing population stability, with steady year over year increases indicating long term residential viability. [<a href="https://datausa.io">datausa.io</a>]</li> <li>• Strong Hispanic workforce base (61.4%), offering cultural and labor force strengths that can support business expansion. [<a href="https://census.gov">census.gov</a>]</li> <li>• Potential for workforce development, leveraging Coastal Bend College to expand training in skilled trades, healthcare, and emerging industries. [<a href="https://datausa.io">datausa.io</a>]</li> </ul>	<p><b>⚠ Threats</b> <span style="float: right; font-size: 4em; opacity: 0.2;">T</span></p> <ul style="list-style-type: none"> <li>• Economic vulnerability, with low per capita income (\$24,011) and persistent poverty creating long term development challenges. [<a href="https://censusreporter.org">censusreporter.org</a>]</li> <li>• Limited broadband access and digital disparities, which may hinder competitiveness in remote work and modern industry (indicated by lower subscription rates vs. state averages). [<a href="https://census.gov">census.gov</a>]</li> <li>• Exposure to regional economic shocks, including changes in state institutional employment and fluctuations in retail and service sector activity. [<a href="https://city-data.com">city-data.com</a>]</li> </ul>

# Brooks Economic Region



0 3 6 Miles

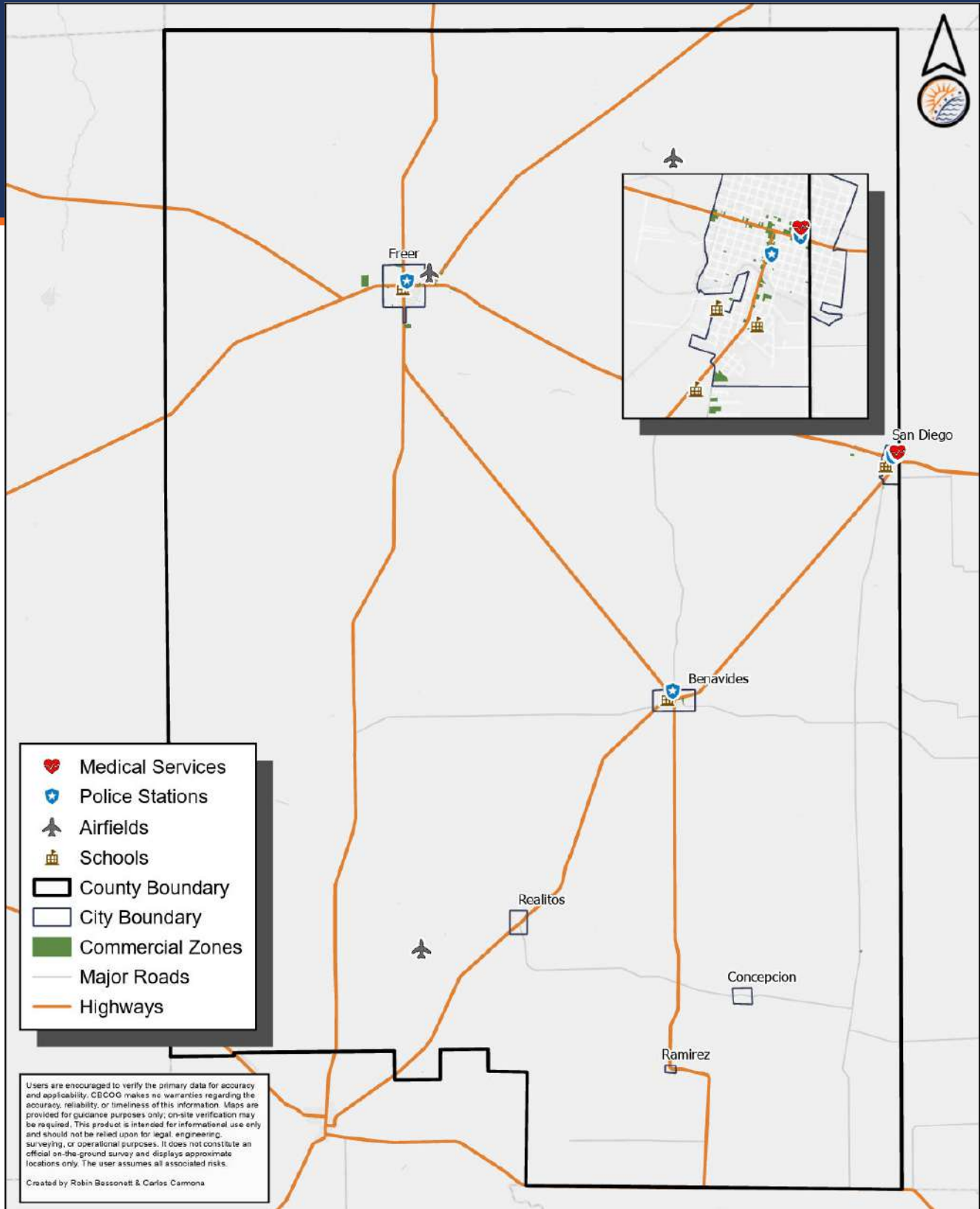
Data sources: Esri, Tom Tom, Garmin, FAO, NOAA, ISGS, ©OpenStreetMap contributors, Texas Department of Transportation (2025), U.S. Department of Transportation (BTS NTAD, 2025). Esri U.S. Federal Datasets (2025). CBCOG

# Brooks County Economic Region SWOT Analysis

*A strategic assessment identifying the region’s competitive assets, persistent challenges, emerging prospects, and external risks — developed to guide goal-setting and priority action over the next five-year planning cycle.*

<p><b>★ Strengths</b> <span style="float: right; font-size: 4em; opacity: 0.2;">S</span></p> <ul style="list-style-type: none"> <li>• Strong cultural identity and majority Hispanic community (86.8%), supporting a cohesive local culture and bilingual workforce. [<a href="https://www.census.gov">census.gov</a>]</li> <li>• Low cost of living and affordable housing, with median home values around \$81,000–\$82,700, far below state and national averages. [<a href="https://www.census.gov">census.gov</a>], [<a href="https://datausa.io">datausa.io</a>]</li> <li>• Growing employment rate, with a 12.5% increase in employed population (2022–2023) despite overall population decline. [<a href="https://datausa.io">datausa.io</a>]</li> </ul>	<p><b>! Weaknesses</b> <span style="float: right; font-size: 4em; opacity: 0.2;">W</span></p> <ul style="list-style-type: none"> <li>• High poverty rate (30.7%), more than double the Texas average. [<a href="https://www.censusreporter.org">censusreporter.org</a>]</li> <li>• Population decline (–5.4% since 2020) and ongoing out migration reducing workforce availability. [<a href="https://www.census.gov">census.gov</a>]</li> <li>• Low median household income (\$31,310) and limited higher education attainment (17% bachelor’s degree or higher). [<a href="https://datausa.io">datausa.io</a>]</li> </ul>
<p><b>↑ Opportunities</b> <span style="float: right; font-size: 4em; opacity: 0.2;">O</span></p> <ul style="list-style-type: none"> <li>• Agricultural expansion, with nearly 372,000 acres of farmland and an agriculture sector dominated by livestock (86% of sales), offering potential for value added processing. [<a href="https://data.nass.usda.gov">data.nass.usda.gov</a>]</li> <li>• Short commute times (14.7 minutes) and low congestion support business attraction and quality of life. [<a href="https://www.censusreporter.org">censusreporter.org</a>]</li> <li>• Strategic location near major South Texas counties, creating opportunities for regional workforce, logistics, and energy partnerships. [<a href="https://datausa.io">datausa.io</a>]</li> </ul>	<p><b>⚠ Threats</b> <span style="float: right; font-size: 4em; opacity: 0.2;">T</span></p> <ul style="list-style-type: none"> <li>• Continued population decline projected through 2029, threatening long term economic vitality. [<a href="https://www.worldpopulationreview.com">worldpopulationreview.com</a>]</li> <li>• Limited broadband adoption (78.9%), which may hinder digital access and modern industry growth. [<a href="https://www.census.gov">census.gov</a>]</li> <li>• Economic vulnerability, with low per capita income (~\$25,010) and high child poverty (38%), impacting overall community well being. [<a href="https://www.censusreporter.org">censusreporter.org</a>]</li> </ul>

# Duval Economic Region



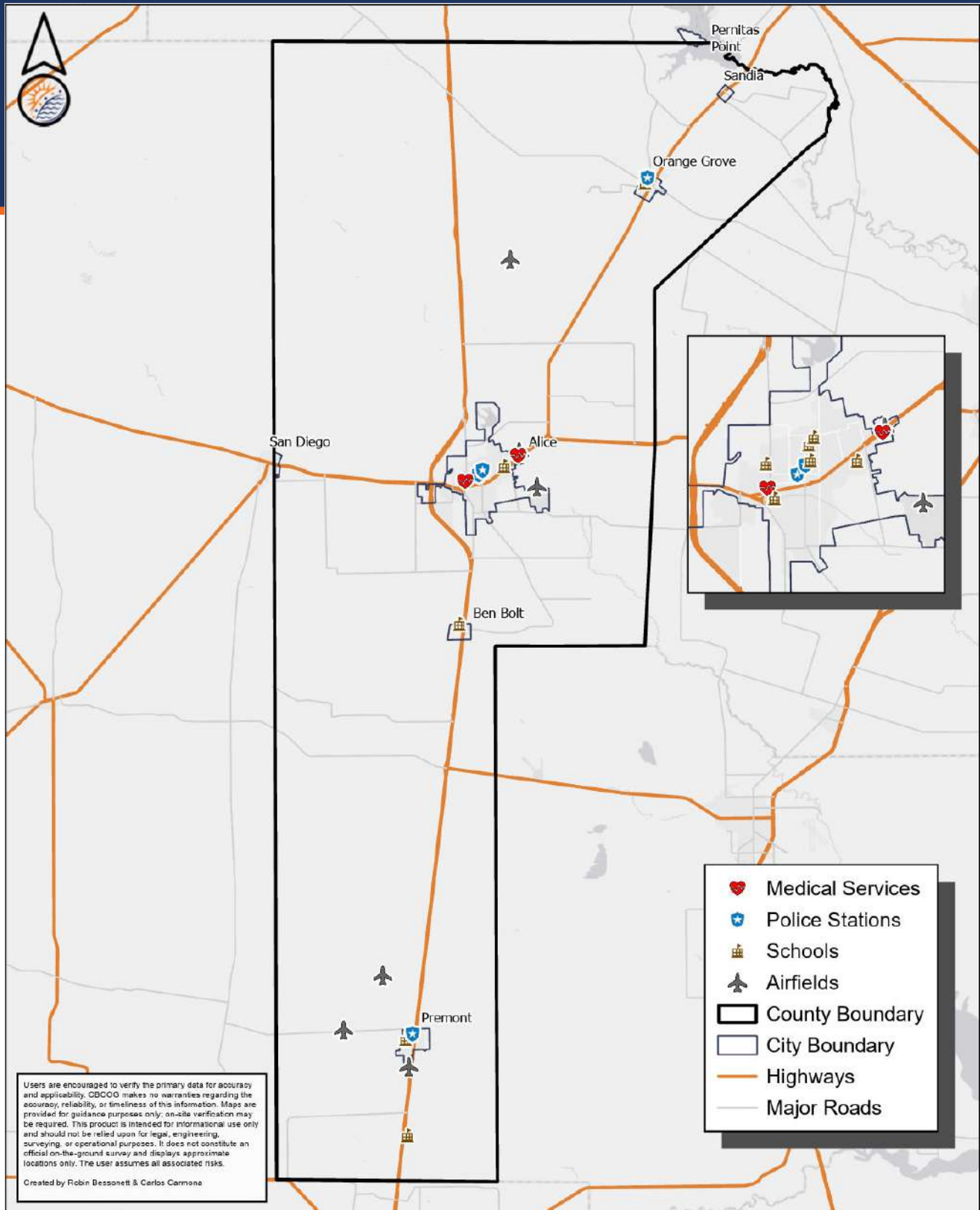
Data sources: Esri, TomTom, Garmin, FAO, NOAA, ISGS, ©OpenStreetMap contributors, Texas Department of Transportation (2025), US Department of Transportation (BTS NTAD, 2025), Esri U.S. Federal Datasets (2025), CBCOG

# Duval County Economic Region SWOT Analysis

*A strategic assessment identifying the region’s competitive assets, persistent challenges, emerging prospects, and external risks — developed to guide goal-setting and priority action over the next five-year planning cycle.*

<p><b>★ Strengths</b> <span style="float: right; font-size: 4em; opacity: 0.2;">S</span></p> <ul style="list-style-type: none"> <li>• Strong Hispanic cultural identity (81.9% Hispanic), supporting bilingual workforce capacity and cultural cohesion. [<a href="https://www.census.gov">census.gov</a>]</li> <li>• Affordable housing, with a median home value of around \$86,400–\$89,400, making the county attractive for low cost living. [<a href="https://www.census.gov">census.gov</a>], [<a href="https://datausa.io">datausa.io</a>]</li> <li>• Significant agricultural and livestock sector, contributing over \$60.5 million in annual economic output and nearly 3,000 jobs. [<a href="https://agecoext.tamu.edu">agecoext.tamu.edu</a>]</li> </ul>	<p><b>! Weaknesses</b> <span style="float: right; font-size: 4em; opacity: 0.2;">W</span></p> <ul style="list-style-type: none"> <li>• High poverty levels, with 29–33.3% of residents in poverty, more than double the state average. [<a href="https://datausa.io">datausa.io</a>], [<a href="https://www.censusreporter.org">censusreporter.org</a>]</li> <li>• Low educational attainment, with only 6.8% of adults holding a bachelor’s degree or higher, limiting access to higher skill industries. [<a href="https://www.census.gov">census.gov</a>]</li> <li>• Population decline, decreasing 2.5% since 2020, reducing workforce availability and long term growth potential. [<a href="https://www.census.gov">census.gov</a>]</li> </ul>
<p><b>↑ Opportunities</b> <span style="float: right; font-size: 4em; opacity: 0.2;">O</span></p> <ul style="list-style-type: none"> <li>• Agricultural value added development, as the county already shows strong production in cow calf operations, hunting, and crop related output. [<a href="https://agecoext.tamu.edu">agecoext.tamu.edu</a>]</li> <li>• Growing median property values, with a 13.7% increase from 2022 to 2023, indicating potential for investment and residential growth. [<a href="https://datausa.io">datausa.io</a>]</li> <li>• Proximity to larger South Texas markets, including Brooks, Jim Wells, Webb, and Live Oak counties, enabling regional workforce and economic collaboration. [<a href="https://datausa.io">datausa.io</a>]</li> </ul>	<p><b>⚠ Threats</b> <span style="float: right; font-size: 4em; opacity: 0.2;">T</span></p> <ul style="list-style-type: none"> <li>• Low broadband access, with only 68.9% of households having broadband subscriptions, limiting competitiveness in remote work and digital services. [<a href="https://www.census.gov">census.gov</a>]</li> <li>• Economic vulnerability, with per capita income (~\$22,146) far below state and national averages, increasing exposure to economic shocks. [<a href="https://www.censusreporter.org">censusreporter.org</a>]</li> <li>• Long commute times (29.8 minutes) and low labor-force participation (47.5%) reduce productivity and overall economic output. [<a href="https://www.census.gov">census.gov</a>]</li> </ul>

# Jim Wells Economic Region



0 3 6 Miles

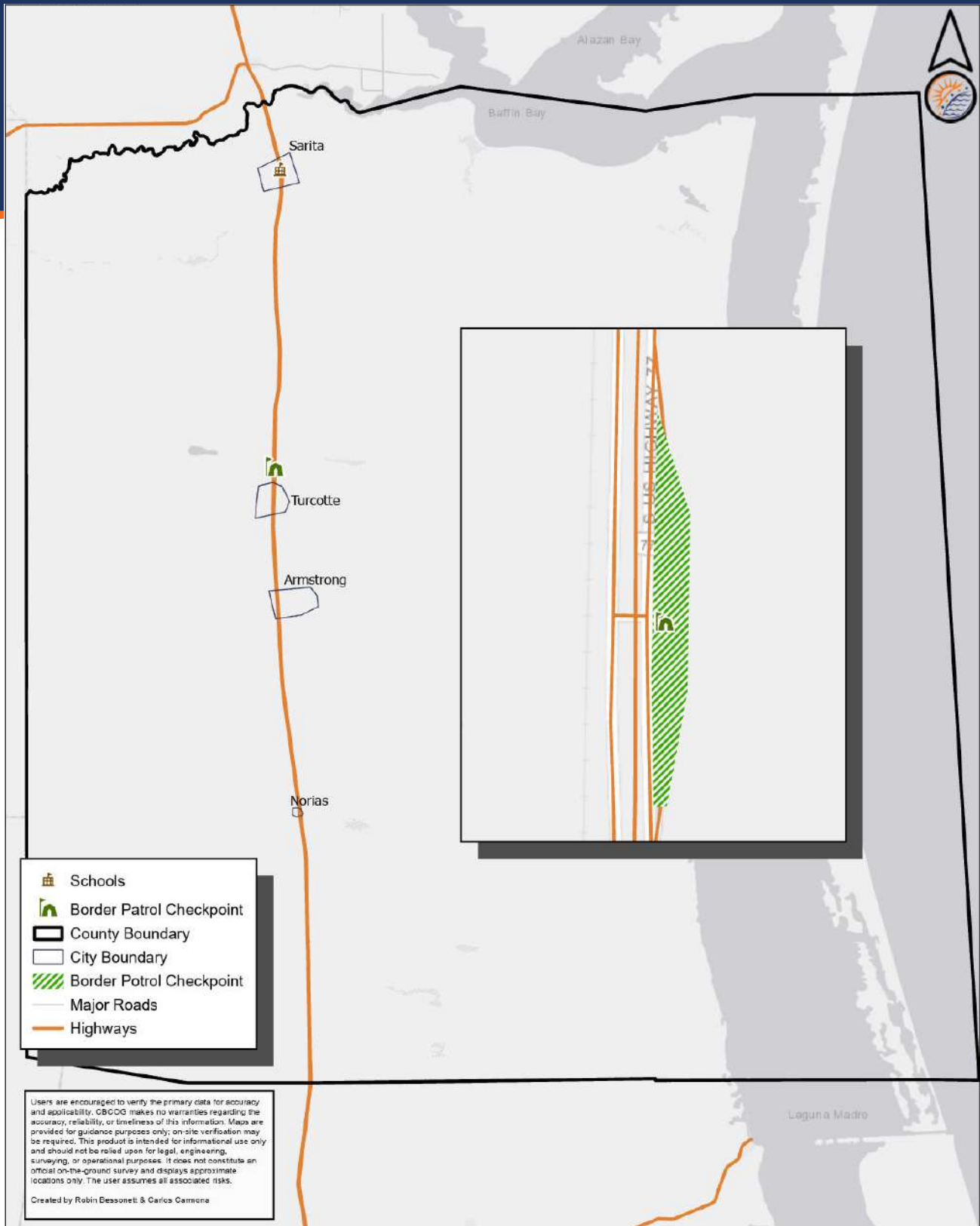
Data sources: Esri, Tom Tom, Garmin, FAO, NOAA, ISGS, ©OpenStreetMap contributors, Texas Department of Transportation (2025), US. Department of Transportation (BTS NTAD, 2025). Esri U.S. Federal Datasets (2025). CBCOG

# Jim Wells Economic Region SWOT Analysis

*A strategic assessment identifying the region’s competitive assets, persistent challenges, emerging prospects, and external risks — developed to guide goal-setting and priority action over the next five-year planning cycle.*

<p><b>★ Strengths</b> <span style="float: right; font-size: 4em; opacity: 0.2;">S</span></p> <ul style="list-style-type: none"> <li>• Large and diverse labor force, with 15,280 employed residents and strong representation across service, retail, and agriculture sectors. [<a href="#">datausa.io</a>]</li> <li>• Affordable housing, with a median property value of \$104,800, significantly below state and national averages. [<a href="#">datausa.io</a>]</li> <li>• Strategic location, bordering major South Texas counties (Nueces, San Patricio, Live Oak), creating access to regional job markets and supply chains. [<a href="#">datausa.io</a>]</li> </ul>	<p><b>! Weaknesses</b> <span style="float: right; font-size: 4em; opacity: 0.2;">W</span></p> <ul style="list-style-type: none"> <li>• High poverty rate (23.2–24.7%), well above Texas and U.S. averages. [<a href="#">datausa.io</a>], [<a href="#">censusreporter.org</a>]</li> <li>• Lower educational attainment, with only 16.3% holding a bachelor’s degree or higher, limiting access to high skill industries. [<a href="#">census.gov</a>]</li> <li>• Stagnant population growth, with a near zero change since 2020 and slight yearly declines. [<a href="#">census.gov</a>]</li> </ul>
<p><b>↑ Opportunities</b> <span style="float: right; font-size: 4em; opacity: 0.2;">O</span></p> <ul style="list-style-type: none"> <li>• Strong agricultural foundation, with over 398,000 acres of farmland and significant crop and livestock production valued at more than \$72 million annually. [<a href="#">nass.usda.gov</a>]</li> <li>• Retail and service sector expansion, supported by \$715 million in annual retail sales, suggesting room for business growth. [<a href="#">census.gov</a>]</li> <li>• Proximity to the Corpus Christi metro, enabling workforce mobility, logistics development, and potential employer attraction. [<a href="#">datausa.io</a>]</li> <li>• Increasing property values (14.4% annual growth) signal investment potential and community stabilization. [<a href="#">datausa.io</a>]</li> </ul>	<p><b>⚠ Threats</b> <span style="float: right; font-size: 4em; opacity: 0.2;">T</span></p> <ul style="list-style-type: none"> <li>• Persistent economic vulnerability, with high child poverty rates (39%) and continued reliance on lower wage industries. [<a href="#">censusreporter.org</a>]</li> <li>• Healthcare access challenges, with 19.1% uninsured under age 65, affecting workforce readiness. [<a href="#">census.gov</a>]</li> <li>• Limited broadband access (75.5%), which may restrict digital workforce development and business competitiveness. [<a href="#">census.gov</a>]</li> <li>• Exposure to regional economic fluctuations, especially in agriculture and retail, which make up a large share of the county economy. [<a href="#">nass.usda.gov</a>]</li> </ul>

# Kenedy Economic Region



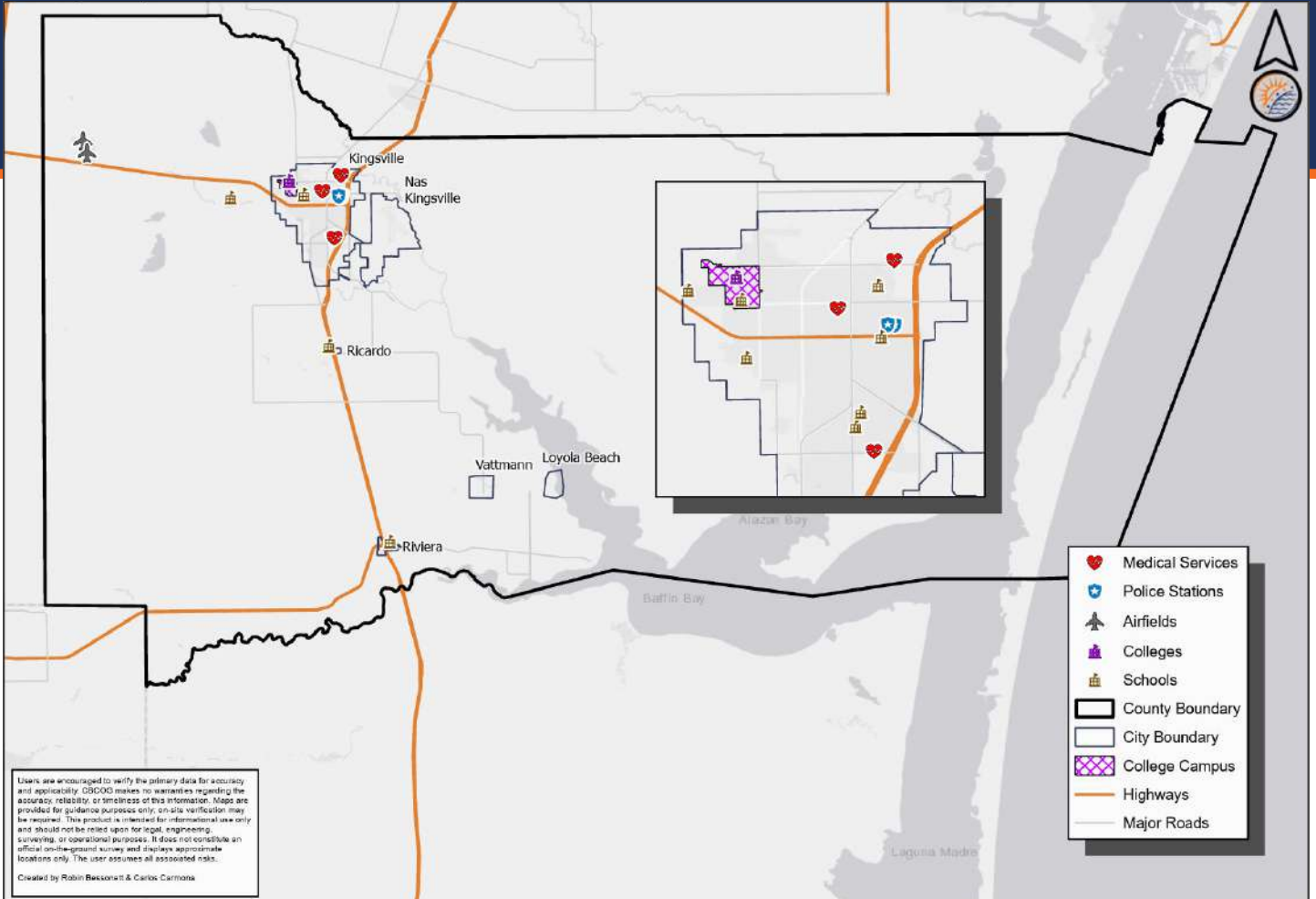
Data sources: Esri, Tom Tom, Garmin, FAO, NOAA, ISGS, ©OpenStreetMap contributors, Texas Department of Transportation (2025), US. Department of Transportation (BTS NTAD, 2025). Esri U.S. Federal Datasets (2025). CBCOG

# Kenedy County Economic Region SWOT Analysis

*A strategic assessment identifying the region's competitive assets, persistent challenges, emerging prospects, and external risks — developed to guide goal-setting and priority action over the next five-year planning cycle.*

<p><b>★ Strengths</b></p> <ul style="list-style-type: none"> <li>• Unique cultural and linguistic identity: Nearly 71% Hispanic/Latino and 87.6% of residents speak a non English language at home, indicating strong cultural cohesion. [<a href="https://www.census.gov">census.gov</a>]</li> <li>• Extremely low population density creates opportunities for conservation, ranching, and large scale land stewardship across 1,458 square miles</li> <li>• Median household income (\$38,882), while low compared to the state, is paired with lower-than-expected poverty levels (15.3%), suggesting some income stability among long term residents. [<a href="https://www.censusreporter.org">censusreporter.org</a>]</li> </ul>	<p><b>! Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Rapid population decline: The county lost 6% between 2023–2024 and has experienced sharp drops across the past decade, [<a href="https://www.usafacts.org">usafacts.org</a>] [<a href="https://www.census.gov">census.gov</a>]</li> <li>• Very low educational attainment, with only 52.8% high school completion and 13% holding a bachelor's degree, both far below state averages. [<a href="https://www.census.gov">census.gov</a>]</li> <li>• High uninsured rate (29.2%) and limited healthcare access. [<a href="https://www.census.gov">census.gov</a>]</li> <li>• Small labor force (44.8% workforce participation), limiting local economic diversification. [<a href="https://www.census.gov">census.gov</a>]</li> <li>• Low broadband access (69.1%) hinders remote work, digital services, and education. [<a href="https://www.census.gov">census.gov</a>]</li> </ul>
<p><b>↑ Opportunities</b></p> <ul style="list-style-type: none"> <li>• Large ranchlands and vast open space offer opportunities for wildlife conservation, ecotourism, hunting leases, land stewardship programs, and renewable energy development (wind/solar).</li> <li>• Strategic location near major South Texas counties (Hidalgo, Kleberg, Willacy, Brooks) supports regional workforce partnerships and shared services. [<a href="https://datausa.io">datausa.io</a>]</li> <li>• Opportunity for rural development investment, as the county is among the least populated in the U.S., making it eligible for targeted state and federal rural assistance programs (infrastructure, broadband, health).</li> </ul>	<p><b>⚠ Threats</b></p> <ul style="list-style-type: none"> <li>• Extreme population decline threatens long term community viability, service availability, and tax base stability. Kenedy County has lost more than 24% of its population between 2014–2024. [<a href="https://www.usafacts.org">usafacts.org</a>]</li> <li>• Aging population (median age 54.8–65.5) increases pressure on limited healthcare and social services. [<a href="https://www.censusreporter.org">censusreporter.org</a>], [<a href="https://datausa.io">datausa.io</a>]</li> <li>• Limited economic activity: no measurable data for retail, transportation, healthcare, or accommodation sales, reflecting the extremely small commercial base. [<a href="https://www.census.gov">census.gov</a>]</li> <li>• Climate risks, including drought, hurricanes, and heat, which can disproportionately impact ranchlands and low population rural environments.</li> </ul>

# Kleberg Economic Region



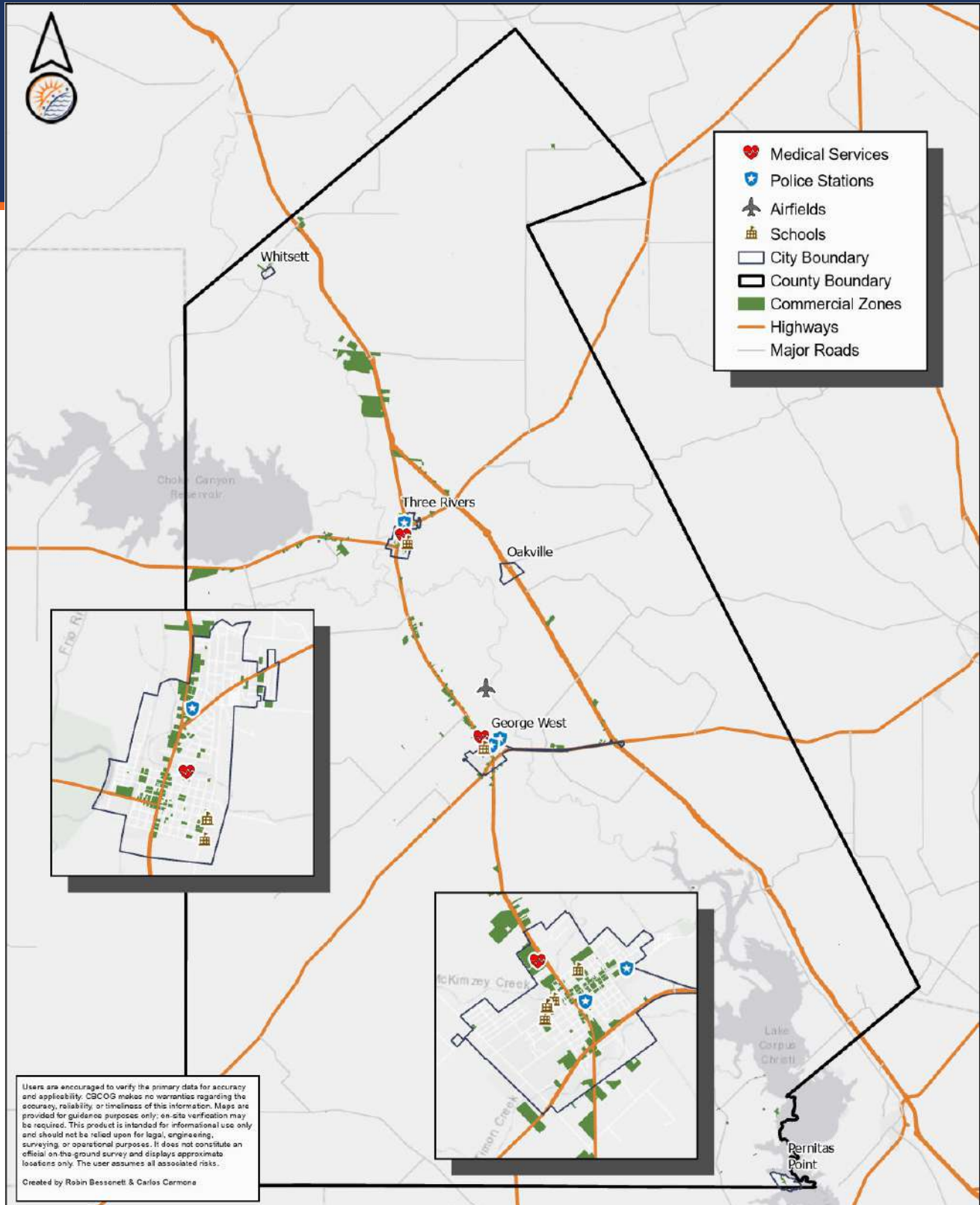
Data sources: Esri, Tom Tom, Garmin, FAO, NOAA, ISGS, ©OpenStreetMap contributors, Texas Department of Transportation (2025), US. Department of Transportation (BTS NTAD, 2025), Esri U.S. Federal Datasets (2025). CBCOG

# Kleberg Economic Region SWOT Analysis

*A strategic assessment identifying the region’s competitive assets, persistent challenges, emerging prospects, and external risks — developed to guide goal-setting and priority action over the next five-year planning cycle.*

<p><b>★ Strengths</b></p> <ul style="list-style-type: none"> <li>• Growing household income, with median household income rising to \$57,612 in 2023—a 9.76% increase from the prior year. [<a href="#">datausa.io</a>]</li> <li>• Young population (median age ~29–30) driven by the presence of Texas A&amp;M University–Kingsville, which awarded 1,510 degrees in 2023, supporting workforce development. [<a href="#">datausa.io</a>]</li> <li>• Affordable housing, with a median home value of \$152,200–\$161,300, still below the Texas median despite recent growth. [<a href="#">datausa.io</a>], [<a href="#">census.gov</a>]</li> <li>• Robust retail base, generating \$605.9 million in sales (2022) and nearly \$19,948 per capita—a major revenue contributor. [<a href="#">census.gov</a>]</li> </ul>	<p><b>! Weaknesses</b></p> <ul style="list-style-type: none"> <li>• High poverty rate (28–28.8%), more than double the Texas and U.S. averages. [<a href="#">censusreporter.org</a>], [<a href="#">datausa.io</a>]</li> <li>• Low per capita income (\$26,395), significantly below state and national levels. [<a href="#">censusreporter.org</a>]</li> <li>• Heavy reliance on government sector, which accounts for 34.4% of county GDP, indicating limited private sector diversification. [<a href="#">lotscap.com</a>]</li> <li>• Moderate population decline, with a 1.9% decrease since 2020. [<a href="#">census.gov</a>]</li> </ul>
<p><b>↑ Opportunities</b></p> <ul style="list-style-type: none"> <li>• University driven economic development: Texas A&amp;M–Kingsville presents opportunities for research partnerships, talent retention, innovation incubators, and workforce pipelines. [<a href="#">datausa.io</a>]</li> <li>• Tourism and coastal proximity, leveraging nearby beaches, wildlife areas, ranchlands, and cultural heritage to expand hospitality and visitor based revenue.</li> <li>• Retail and service sector expansion, supported by strong per capita retail spending and regional demand. [<a href="#">census.gov</a>]</li> <li>• Room for new private sector investment, particularly in manufacturing, energy, logistics, and business services, to counterbalance high government sector dependence. [<a href="#">lotscap.com</a>]</li> </ul>	<p><b>⚠ Threats</b></p> <ul style="list-style-type: none"> <li>• Persistent poverty and high child poverty (40%), which strain schools, healthcare, and social services. [<a href="#">censusreporter.org</a>]</li> <li>• High social vulnerability, ranking more vulnerable than 88% of Texas counties, especially in housing and transportation access. [<a href="#">texascommunityhealthnews.org</a>]</li> <li>• Healthcare access issues, with 18.8% uninsured under age 65, higher than the state average. [<a href="#">census.gov</a>]</li> <li>• Slow economic growth, with GDP growing at only 0.1%, far below the Texas rate. [<a href="#">lotscap.com</a>]</li> </ul>

# Live Oak Economic Region



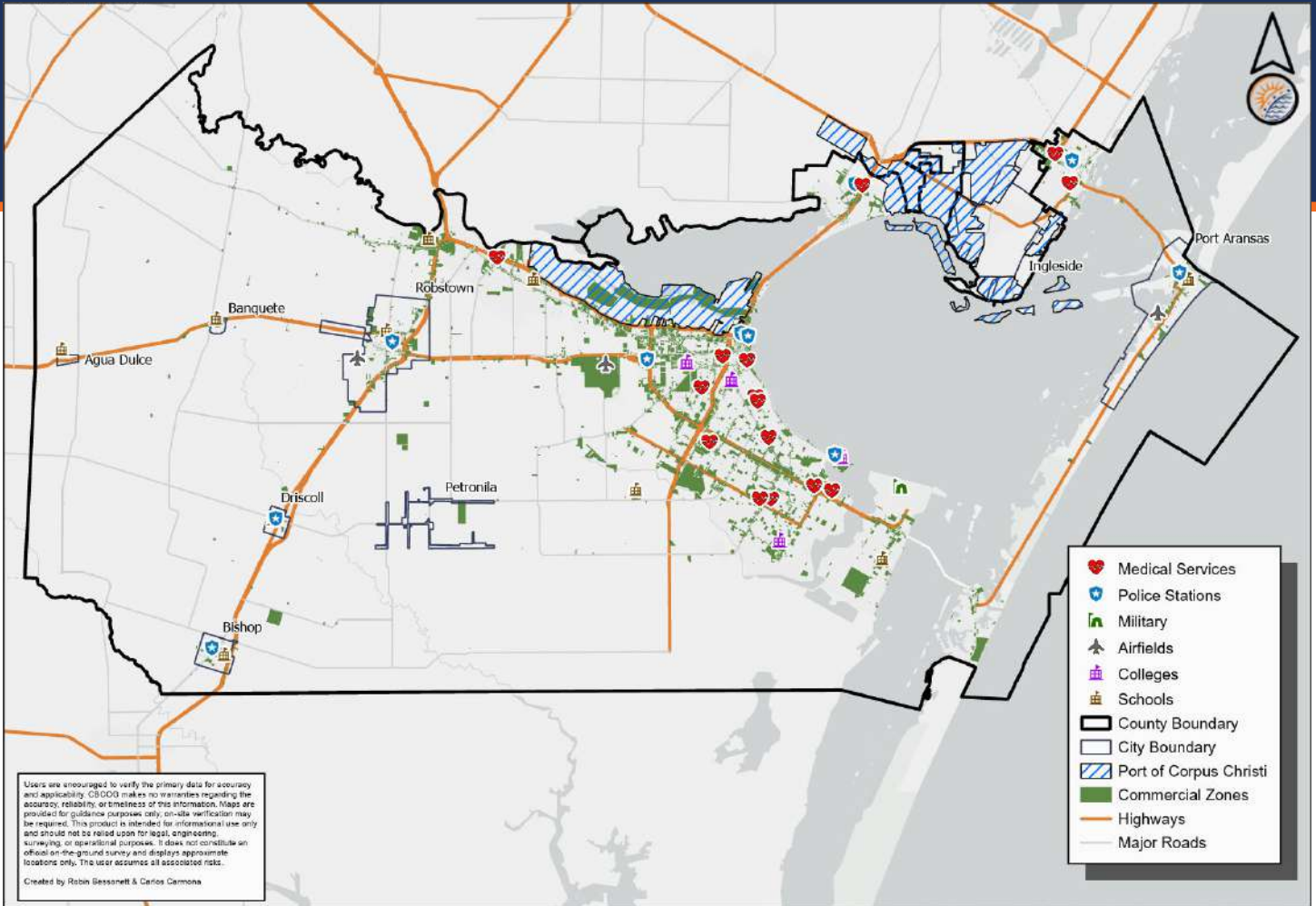
Data sources: Esri, Tom Tom, Garmin, FAO, NOAA, ISGS, ©OpenStreetMap contributors, Texas Department of Transportation (2025), US. Department of Transportation (BTS NTAD, 2025). Esri U.S. Federal Datasets (2025). CBCOG

# Live Oak Economic Region SWOT Analysis

*A strategic assessment identifying the region’s competitive assets, persistent challenges, emerging prospects, and external risks — developed to guide goal-setting and priority action over the next five-year planning cycle.*

<p><b>★ Strengths</b></p> <ul style="list-style-type: none"> <li>• Growing population, with a 5.6% increase since 2020 (2020–2024). [<a href="https://www.census.gov">census.gov</a>]</li> <li>• High homeownership rate (72.9%), indicating residential stability. [<a href="https://datausa.io">datausa.io</a>]</li> <li>• Strong retail activity, with over \$338 million in annual retail sales and \$29,288 per capita, one of the highest per capita sales rates in the region. [<a href="https://www.census.gov">census.gov</a>]</li> <li>• Economic activity tied to transportation/warehousing, generating \$198.6 million in receipts (2022). [<a href="https://www.census.gov">census.gov</a>]</li> </ul>	<p><b>! Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Low labor force participation (43%), significantly below Texas and U.S. averages. [<a href="https://www.census.gov">census.gov</a>]</li> <li>• Higher-than-average poverty (17.1–17.2%), especially among seniors (19%) and children (18–20%). [<a href="https://www.censusreporter.org">censusreporter.org</a>], [<a href="https://datahood.ai">datahood.ai</a>]</li> <li>• Lower educational attainment, with only 15.9% holding a bachelor’s degree or higher. [<a href="https://www.census.gov">census.gov</a>]</li> <li>• Limited population density (11 people per sq. mile), which constrains economies of scale and service delivery. [<a href="https://www.censusreporter.org">censusreporter.org</a>]</li> </ul>
<p><b>↑ Opportunities</b></p> <ul style="list-style-type: none"> <li>• Positive net migration, with 139 new residents added between 2023–2024, driven by both immigration and domestic movement. [<a href="https://www.usafacts.org">usafacts.org</a>]</li> <li>• Available housing stock, with nearly 6,065 units and relatively affordable values (median \$159,200). [<a href="https://www.census.gov">census.gov</a>]</li> <li>• Growing commercial traffic and logistics capacity, supported by high receipts in the transportation/warehousing sector. [<a href="https://www.census.gov">census.gov</a>]</li> <li>• Proximity to multiple counties (Atascosa, Bee, Jim Wells, San Patricio, Duval, Karnes, McMullen) supports regional planning partnerships and expanded service markets. [<a href="https://datausa.io">datausa.io</a>]</li> </ul>	<p><b>⚠ Threats</b></p> <ul style="list-style-type: none"> <li>• Negative natural population change, with deaths exceeding births by 45 (2023–2024). [<a href="https://www.usafacts.org">usafacts.org</a>]</li> <li>• Healthcare vulnerabilities, including 20.9% uninsured under age 65, above state averages. [<a href="https://www.census.gov">census.gov</a>]</li> <li>• Economic dependency on a few key sectors (e.g., transportation/warehousing, retail), risking instability during downturns. [<a href="https://www.census.gov">census.gov</a>]</li> <li>• Aging population, with a growing senior share that may increase future demand for healthcare and social services. [<a href="https://www.census.gov">census.gov</a>], [<a href="https://www.veritasx.us">veritasx.us</a>]</li> </ul>

# Nueces Economic Region



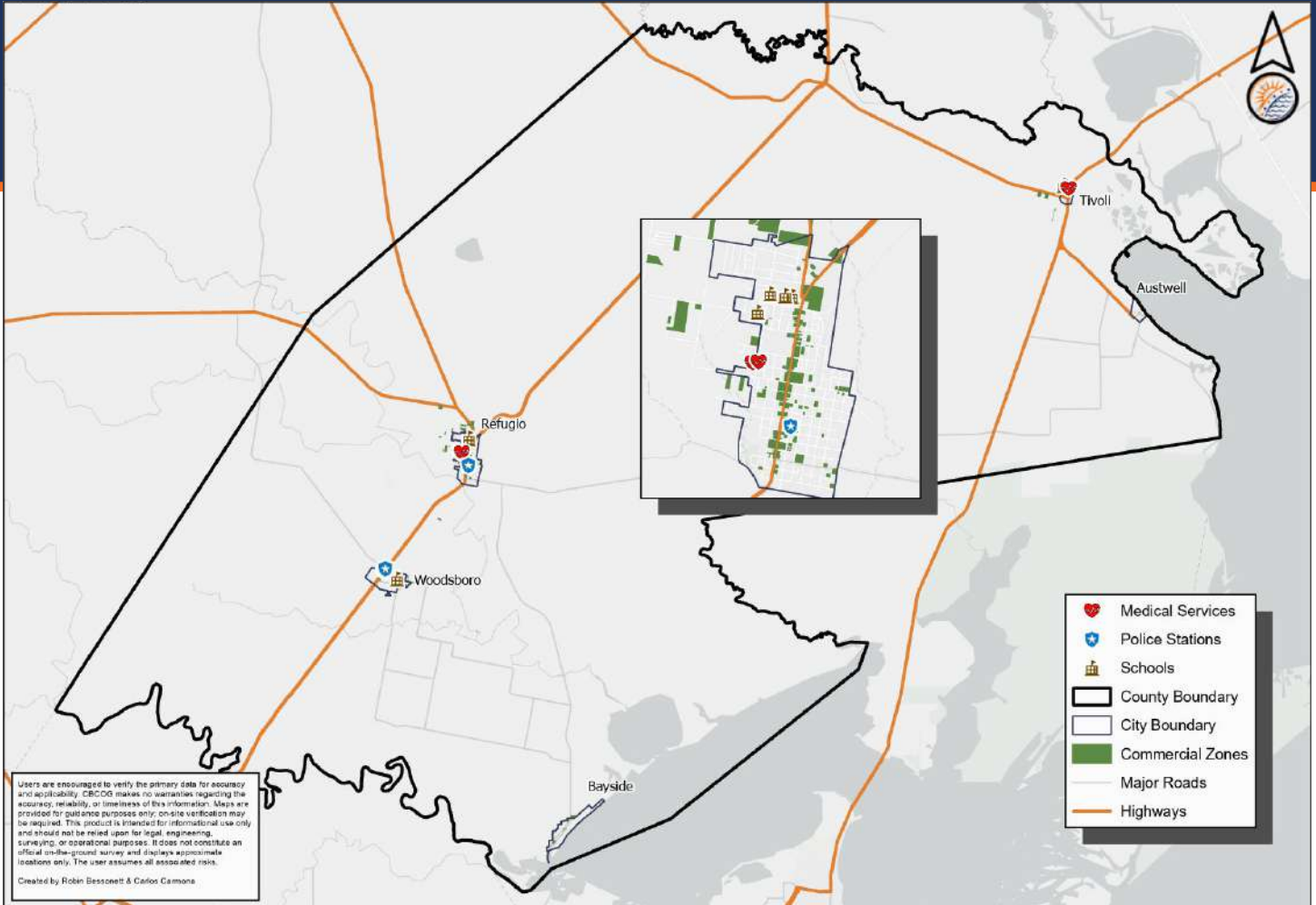
Data sources: Esri, Tom Tom, Garmin, FAO, NOAA, ISGS, ©OpenStreetMap contributors, Texas Department of Transportation (2025), US. Department of Transportation (BTS NTAD, 2025). Esri U.S. Federal Datasets (2025). CBCOG

# Nueces County Economic Region SWOT Analysis

*A strategic assessment identifying the region’s competitive assets, persistent challenges, emerging prospects, and external risks — developed to guide goal-setting and priority action over the next five-year planning cycle.*

<p><b>★ Strengths</b></p> <ul style="list-style-type: none"> <li>• Large and stable population (~353,125 in 2024), making Nueces one of the largest and most economically influential counties in South Texas. [<a href="#">census.gov</a>]</li> <li>• Diverse and growing Hispanic community (63.4%), providing a strong bilingual workforce and cultural vitality. [<a href="#">census.gov</a>]</li> <li>• Rising household income, up to \$66,021 in 2023, with continued year-over-year growth (3.11%). [<a href="#">datausa.io</a>]</li> <li>• Strong employment base, with 165,000+ employed residents as of late 2025. [<a href="#">datacommons.org</a>]</li> <li>• Significant coastal assets—Port of Corpus Christi, tourism, energy infrastructure—support long-term economic competitiveness.</li> </ul>	<p><b>! Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Persistent poverty: 17.1–17.7% overall poverty rate, higher than Texas and U.S. averages. [<a href="#">censusreporter.org</a>], [<a href="#">datausa.io</a>]</li> <li>• High child poverty (25–26%), reflecting deep socioeconomic disparities. [<a href="#">censusreporter.org</a>], [<a href="#">datahood.ai</a>]</li> <li>• Housing affordability challenges, with median home values reaching \$208,800–\$213,500, rising faster than incomes. [<a href="#">census.gov</a>], [<a href="#">city-data.com</a>]</li> <li>• Social vulnerability, higher than 74% of Texas counties, driven heavily by race/ethnicity and housing/transportation factors. [<a href="#">texascommunityhealthnews.org</a>]</li> </ul>
<p><b>↑ Opportunities</b></p> <ul style="list-style-type: none"> <li>• Port of Corpus Christi expansion, one of the largest energy export hubs in the U.S., will drive job creation in logistics, petrochemicals, and renewable energy. (Supported by strong county transportation/warehousing revenues at \$1.18B). [<a href="#">census.gov</a>]</li> <li>• Growing higher education pipeline, with TAMU–CC and Del Mar College supporting workforce development in: STEM fields Healthcare Engineering and maritime industries</li> <li>• Expanding healthcare economy, with over \$4.07B in annual healthcare revenue, suggests opportunity for hospital expansion, medical training, and senior care services. [<a href="#">census.gov</a>]</li> <li>• Rising property values (9.57% annual growth) may attract investors and increase tax revenue capacity for local governments. [<a href="#">datausa.io</a>]</li> </ul>	<p><b>⚠ Threats</b></p> <ul style="list-style-type: none"> <li>• Population stagnation, with slight annual declines (–0.118% between 2022–2023). [<a href="#">datausa.io</a>]</li> <li>• Climate vulnerability, including hurricanes, coastal flooding, and long-term erosion risks along the Gulf Coast.</li> <li>• Housing affordability pressures, given rising home values and increasing rental costs (\$1,283 median rent). [<a href="#">census.gov</a>]</li> <li>• High uninsured rate (18.4%), above state and national levels, straining health systems. [<a href="#">census.gov</a>]</li> </ul>

# Refugio Economic Region



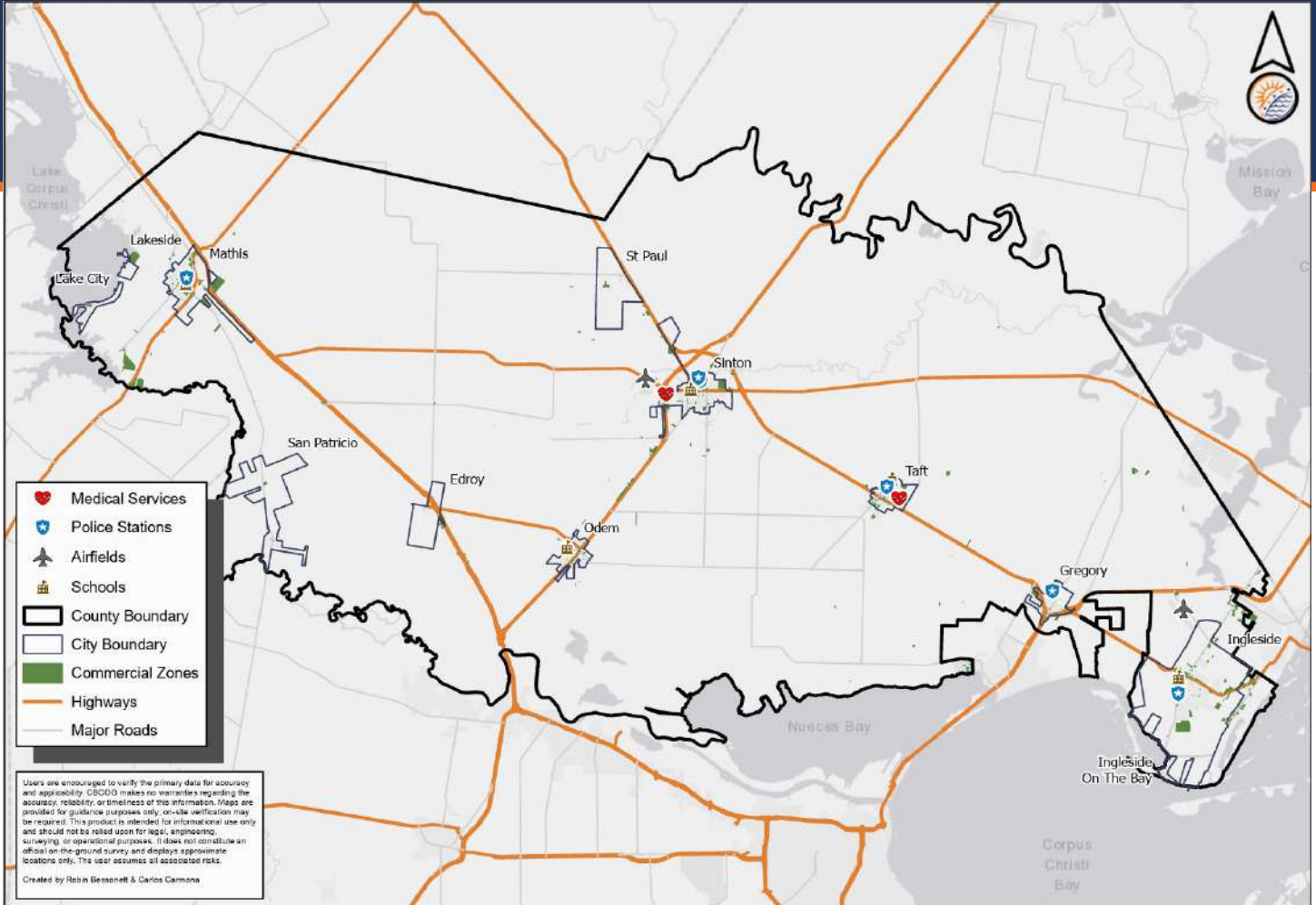
Data sources: Esri, Tom Tom, Garmin, FAO, NOAA, ISGS, ©OpenStreetMap contributors, Texas Department of Transportation (2025), U.S. Department of Transportation (BTS NTAD, 2025). Esri U.S. Federal Datasets (2025). CBCOG

# Refugio Economic Region SWOT Analysis

*A strategic assessment identifying the region's competitive assets, persistent challenges, emerging prospects, and external risks — developed to guide goal-setting and priority action over the next five-year planning cycle.*

<p><b>★ Strengths</b></p> <ul style="list-style-type: none"> <li>Stable population: Population remained essentially unchanged from 2020 (6,741) to 2024 (6,739). [<a href="#">census.gov</a>]</li> <li>Strong homeownership (77–78%), well above state averages, indicating strong housing stability. [<a href="#">census.gov</a>], [<a href="#">datausa.io</a>]</li> <li>Affordable housing, with a median home value of \$94,400–\$99,000, significantly below Texas norms. [<a href="#">census.gov</a>], [<a href="#">datausa.io</a>]</li> <li>Growing household income, rising 6.84% year over year to \$58,016 in 2023. [<a href="#">datausa.io</a>]</li> </ul>	<p><b>! Weaknesses</b></p> <ul style="list-style-type: none"> <li>Aging population, with 22.2–22.5% aged 65+, well above the state median. [<a href="#">census.gov</a>], [<a href="#">veritasx.us</a>]</li> <li>High child poverty (24–25%), significantly above U.S. averages. [<a href="#">censusreporter.org</a>], [<a href="#">datahood.ai</a>]</li> <li>Lower educational attainment, with only 14% holding a bachelor's degree. [<a href="#">census.gov</a>]</li> <li>Shrinking long term population, down 8.5% from 2014–2024. [<a href="#">usafacts.org</a>]</li> <li>Labor force participation of only 50–52%, below state averages. [<a href="#">census.gov</a>], [<a href="#">data.census.gov</a>]</li> </ul>
<p><b>↑ Opportunities</b></p> <ul style="list-style-type: none"> <li>Strong GDP growth (14.9% in 2022) driven by goods producing sectors. [<a href="#">lotscap.com</a>]</li> <li>Low cost of living (index 78.8) may attract retirees and remote workers. [<a href="#">city-data.com</a>]</li> <li>Strategic location, positioning it to benefit from regional industry, ports, and energy/logistics corridors. [<a href="#">datausa.io</a>]</li> <li>Major sectors such as energy, agriculture, and transportation show strong revenue and job potential (e.g., transportation/warehousing generated \$17.2M in 2022). [<a href="#">census.gov</a>]</li> <li>Strong resident retention, with 84% living in the same home after one year, providing stability for community based development. [<a href="#">census.gov</a>]</li> </ul>	<p><b>⚠ Threats</b></p> <ul style="list-style-type: none"> <li>Ongoing natural population decline, with deaths exceeding births by 32 in 2023–2024. [<a href="#">usafacts.org</a>]</li> <li>Economic risk from dependence on goods producing industries, which can be volatile (oil &amp; gas, agriculture). [<a href="#">lotscap.com</a>]</li> <li>Rising poverty (17.3%), higher than the state and national averages. [<a href="#">datausa.io</a>], [<a href="#">censusreporter.org</a>]</li> <li>Small population base, which limits economies of scale for healthcare, education, and workforce development.</li> <li>Potential climate vulnerability, due to hurricane exposure and proximity to the Gulf Coast.</li> </ul>

# San Patricio Economic Region



Data sources: Esri, Tom Tom, Garmin, FAO, NOAA, ISGS, ©OpenStreetMap contributors, Texas Department of Transportation (2025), U.S. Department of Transportation (BTS NTAD, 2025), Esri U.S. Federal Datasets (2025), CBCOG

# San Patricio Economic Region SWOT Analysis

A strategic assessment identifying the region’s competitive assets, persistent challenges, emerging prospects, and external risks — developed to guide goal-setting and priority action over the next five-year planning cycle.

<p><b>★ Strengths</b></p> <ul style="list-style-type: none"> <li>• Growing population: The county reached 71,467 residents in 2024, a 3.9% increase since 2020. [<a href="https://www.census.gov">census.gov</a>]</li> <li>• Continued annual growth: Between 2023–2024 the county gained 697 new residents, driven primarily by immigration and positive domestic migration. [<a href="https://www.usafacts.org">usafacts.org</a>]</li> <li>• Strong and rising household income, with median income at \$67,512 in 2023, up 5.75% year over year. [<a href="https://datausa.io">datausa.io</a>]</li> <li>• High homeownership (66–67%) and moderate housing costs (median home value \$180,400–\$192,400). [<a href="https://www.census.gov">census.gov</a>], [<a href="https://datausa.io">datausa.io</a>]</li> <li>• Significant industrial and logistics activity, supported by proximity to the Port of Corpus Christi and major petrochemical investments (e.g., steel, LNG, and plastics).</li> </ul>	<p><b>! Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Low bachelor’s degree attainment (17.5%), below state and national averages. [<a href="https://www.census.gov">census.gov</a>]</li> <li>• Per capita income (\$35,226) is only ~80% of state and U.S. levels. [<a href="https://www.censusreporter.org">censusreporter.org</a>]</li> <li>• Higher uninsured rate (18.3%) compared to national averages. [<a href="https://www.census.gov">census.gov</a>]</li> <li>• Significant social vulnerability, with the county more vulnerable than 78% of Texas counties, driven by household age/disability/language factors. [<a href="https://www.texascommunityhealthnews.org">texascommunityhealthnews.org</a>]</li> <li>• Dependence on volatile industries, especially petrochemical manufacturing, energy, construction, and logistics, which are sensitive to global market fluctuations.</li> </ul>
<p><b>↑ Opportunities</b></p> <ul style="list-style-type: none"> <li>• Economic diversification via industrial expansion, including steel manufacturing, plastics, LNG terminals, and port aligned supply chain development.</li> <li>• Affordable housing market compared to Texas overall (median home value ~\$193k vs. state median ~\$297k). [<a href="https://www.city-data.com">city-data.com</a>]</li> <li>• Strategic regional location, ideal for regional collaboration in workforce, transportation, and emergency management. [<a href="https://datausa.io">datausa.io</a>]</li> <li>• Industrial employment concentration in education &amp; health services and trade/transport/logistics offers opportunities for workforce partnerships and training programs. [<a href="https://www.interchange.puc.texas.gov">interchange.puc.texas.gov</a>]</li> </ul>	<p><b>⚠ Threats</b></p> <ul style="list-style-type: none"> <li>• Environmental and climate vulnerabilities, particularly hurricanes and storm surge risks due to proximity to the Gulf and major industrial corridors.</li> <li>• Increased strain on infrastructure, as population grows but roads, water systems, broadband, and schools lag behind the pace of development.</li> <li>• Potential over reliance on port dependent and petrochemical industries, which expose the county to market volatility, regulatory changes, and shifts toward decarbonization.</li> </ul>

# STAKEHOLDER SURVEY

## Coastal Bend CEDS 2026 Update

### General Vision & Priorities

1. What are the top three economic development priorities for your community over the next five years?
2. How well do you think the current CEDS reflects the needs and opportunities of your community?
3. What emerging trends or challenges should be addressed in the next CEDS?

### Infrastructure & Resilience

4. What types of infrastructure investments are most needed in your area (e.g., broadband, transportation, water systems)?
5. How prepared is your community for natural disasters or economic disruptions?
6. What additional strategies could improve regional resilience?

### Workforce & Education

7. What are the most critical workforce gaps in your region?
8. How can the next CEDS better support workforce development and training programs?
9. Are there specific industries or occupations that should be prioritized for workforce investment?

### Economic Sectors & Innovation

10. Which industry sectors should be a focus for future economic growth in the Coastal Bend?
11. How can the region better support entrepreneurship and small business development?
12. What role should innovation and technology play in the region's economic strategy?

### Community Well-Being

13. What are the biggest barriers to economic opportunity in your community?
14. What quality-of-life improvements would help retain and attract residents?

### Collaboration & Implementation

15. How can regional collaboration be improved among local governments, businesses and nonprofits?
16. What role should your organization or community play in implementing the next CEDS?
17. What metrics or outcomes should be used to measure success?

# STAKEHOLDER SURVEY

## Executive Summary: CEDS Survey Findings

This executive summary presents key findings from the Comprehensive Economic Development Strategy (CEDS) survey conducted in preparation for the 2026 planning cycle. The survey gathered input from stakeholders across the Coastal Bend region, focusing on the validity of SWOT elements, feedback on goals and objectives, and priority issues for the next CEDS plan.

### SWOT Validity

- **Strengths:** 86% of respondents agreed or strongly agreed that the listed strengths remain valid.
- **Weaknesses:** 97% agreed or strongly agreed.
- **Opportunities:** 86% agreed or strongly agreed.
- **Threats:** 93% agreed or strongly agreed.

### Themes from Open-Ended Responses

#### Strengths to Add

- Workforce skills (technical, industrial)
- Proximity to major cities (San Antonio, Houston)
- Eco-tourism and mariculture
- Education assets (universities and colleges)

#### Weaknesses to Add

- Water scarcity and infrastructure
- Mental health and substance abuse access
- Lack of vocational training and skilled trades
- Rural infrastructure gaps (rail, electric, commercial buildings)

#### Opportunities to Add

- Regional marketing and supplier development
- Urban infill and downtown revitalization
- Attracting new Texas residents to South Texas
- Carbon capture and data mining

#### Weaknesses to Eliminate

- COVID-19-related issues
- Broadband (seen as improved)
- General infrastructure concerns (need specificity)

#### Threats to Add

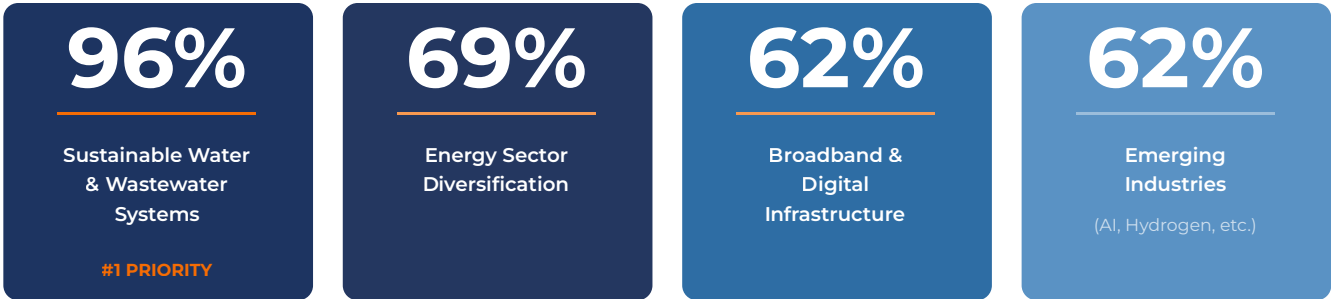
- Cybersecurity
- Border-related trafficking and safety
- Aging infrastructure
- Insurance market instability
- Water supply and energy availability



## Goals and Objectives Feedback

- Over 90% support continuing Goals 1–4.
- Suggested modifications include rural inclusion, cross-county collaboration, disaster resilience, and improved clarity.
- Progress on objectives rated moderate to low, with concerns about visibility, rural neglect, and siloed efforts.

## Priority Issues for Next CEDS Plan



Additional suggestions included passenger rail, supplier development, eco-tourism, cybersecurity, and mental health services.



# Alignment With the Texas State Economic Development Strategic Plan (2025–2029)

*The Coastal Bend’s CEDS is strongly aligned with the priorities outlined in the State of Texas’ Bigger. Better. Texas. Economic Development Strategic Plan for 2025–2029—anchored by four pillars: Business & Industry, Innovation & Entrepreneurship, Workforce, and Infrastructure.*

The Coastal Bend region’s Comprehensive Economic Development Strategy (CEDS) is strongly aligned with the priorities outlined in the State of Texas’ Bigger. Better. Texas. Economic Development Strategic Plan for 2025–2029. The statewide plan emphasizes four major pillars—Business & Industry, Innovation & Entrepreneurship, Workforce, and Infrastructure—which collectively guide Texas toward long term competitiveness, job creation, and regional resilience. These pillars are reinforced by statewide commitments to regional collaboration, resilience, global competitiveness, and broad-based prosperity, themes that are deeply embedded in the Coastal Bend’s regional goals. The state plan is explicit that economic development in Texas “is a team sport,” requiring coordinated efforts across local, regional, and state partners to ensure that the benefits of growth reach all communities. This principle forms the backbone of the Coastal Bend CEDS and is reflected across all five of its major goals.

## **Alignment With Goal 1: Sustainable Infrastructure**

The Coastal Bend’s focus on expanding modern water and wastewater systems, improving drainage and transportation infrastructure, and increasing broadband access is fully aligned with the State Plan’s Infrastructure pillar. The statewide blueprint prioritizes improving regional connectivity, strengthening critical infrastructure systems, and enhancing climate and disaster resilience across Texas.

Furthermore, the region’s emphasis on supporting strategic, future-facing infrastructure—such as desalination, rail connectivity, and clean energy—aligns with the state’s investment priorities for key sectors including energy evolution, high-tech manufacturing, and supply chain resilience. The State Plan specifically highlights the need for infrastructure capable of supporting advanced industries and ensuring long-term competitiveness.

## **Alignment With Goal 2: Workforce Prosperity**

Texas’ workforce development priorities center on building a robust talent pipeline, strengthening technical training systems, and preparing residents for jobs in emerging sectors such as semiconductors, artificial intelligence, biotechnology, and clean energy. These statewide objectives directly reinforce the Coastal Bend’s goal to expand technical and vocational training aligned with regional industry needs, strengthen school to career pathways, and broaden access to training in emerging sectors.

The State Plan also emphasizes the need to maintain Texas’ global competitiveness by cultivating a highly skilled workforce that can meet the demands of rapidly evolving industries. This includes collaborations between industry, education providers, and workforce boards—an approach that mirrors the Coastal Bend’s commitment to industry driven training and regional partnerships that support workforce retention and quality-of-life investment.



### **Alignment With Goal 3: Resilient Economic Growth**

The Coastal Bend’s goal of strengthening access to capital, supporting small businesses, and encouraging community led economic development aligns directly with the state’s Business & Industry pillar. The state plan prioritizes expanding Texas’ global competitiveness, fostering local economic development, and supporting the growth of both established and emerging industry sectors.

Texas also places strong emphasis on Innovation & Entrepreneurship, calling for increased support for startups, commercialization of research, and improved access to resources for entrepreneurs—key components of the region’s strategy to diversify the economy and strengthen partnerships with universities and technology organizations.

Additionally, the State Plan recognizes that infrastructure strain, housing shortages, and uneven access to medical care are statewide barriers to economic participation, particularly in rural communities. The Coastal Bend’s attention to addressing these disparities and improving regional collaboration closely reflects the state’s focus on ensuring that economic growth reaches all regions equitably.

### **Alignment With Goal 4: Vibrant Communities**

The Coastal Bend’s emphasis on fostering vibrant, well-planned communities, strengthening cross county collaboration, and ensuring rural inclusion aligns with the state’s overarching commitment to regional cooperation and broad-based prosperity. The State Plan underscores the importance of local and regional collaboration in achieving statewide economic objectives and promotes a unified approach to economic development across Texas communities.

The state also recognizes the economic value of cultural, tourism, and quality-of-life assets, which are highlighted as growth sectors. Texas’s strategic plan identifies hospitality, tourism, and culture as key contributors to the state economy, aligning with the Coastal Bend’s efforts to support downtown revitalization, waterfront development, and cultural preservation.

Moreover, the use of data-driven metrics—such as job creation, business growth, infrastructure investment, and population trends—is consistent with state expectations for evaluating regional and statewide economic performance.

### **Alignment With Goal 5: Healthy Environment**

The Coastal Bend’s goal of promoting a healthy, resilient environment aligns with the state’s recognition that environmental resilience is essential to economic competitiveness. The State Plan emphasizes the importance of strengthening regional resilience, particularly in water systems, energy infrastructure, and storm preparedness—critical issues for coastal regions like the Coastal Bend.

In addition, the plan highlights the role of clean energy and environmentally responsible growth in supporting Texas’ long-term economic future. This aligns with the region’s commitments to improving air and water quality, protecting ecosystems, and reducing environmental health risks in both urban and rural communities.

The State Plan also acknowledges the unique challenges faced by rural and underserved communities, including disparities in infrastructure, environmental stressors, and disaster vulnerability—areas that the Coastal Bend directly addresses in its Healthy Environment goal.



## **Alignment With Regional Plans**

The 2026–2031 Coastal Bend Comprehensive Economic Development Strategy (CEDS) is intentionally designed to reinforce—and be reinforced by—the region’s major resilience, water, economic, and community development plans. This alignment ensures that the CEDS functions as a unifying regional blueprint that strengthens collaboration, reduces duplication, and positions all 11 Coastal Bend counties to secure state and federal investment.

## **Alignment With the Regional Resilience Partnership (RRP) Strategic Plan (2022–2032)**

The RRP plan, developed through a partnership between CBCOG and the Harte Research Institute, prioritizes disaster risk mitigation, technical assistance, and regional capacity building across all 11 counties. The CEDS aligns strongly with RRP’s focus on scientific support, local government partnerships, training, and targeted mitigation activities. Together, both plans advance long term regional resilience and coastal risk reduction.

## **Alignment With the Coastal Bend CEDS (2021–2026)**

The previous CEDS emphasized resilient economic development, countywide resilience planning, regional land use inventories, and sub regional collaboration. The updated CEDS builds on this framework by expanding strategies for emerging industries, strengthening rural economies, advancing broadband and water infrastructure, and supporting unified regional identity and marketing.

## **Alignment With Region N (Coastal Bend) Regional Water Plan**

Region N’s water planning priorities—including long term supply, drought preparedness, and infrastructure modernization—directly reinforce CEDS Goal 1: Sustainable

Infrastructure. The CEDS supports water development strategies critical for economic stability, community resilience, and future growth across Aransas, Bee, Brooks, Duval, Jim Wells, Kenedy, Kleberg, Live Oak, Nueces, Refugio, and San Patricio counties

## **Alignment With County Hazard Mitigation Plans**

County hazard mitigation plans (e.g., Aransas, Refugio, San Patricio) identify flooding, windstorms, drought, and infrastructure vulnerabilities as top regional risks. The CEDS reinforces these priorities by integrating climate resilience, emergency preparedness, community health, and environmental quality into its goals—especially under Sustainable Infrastructure and Healthy Environment.

## **Alignment With Local Comprehensive Plans**

Municipal plans from Corpus Christi, Rockport, Portland, Ingleside on the Bay, and others outline goals related to downtown revitalization, coastal resource protection, transportation access, and neighborhood quality. The CEDS elevates these priorities regionwide by supporting strategic growth centers, diversified housing, small business ecosystems, cultural assets, and connectivity between rural and urban communities.

## **Alignment With Workforce, Infrastructure, and Industry Investments**

Major regional investments—including Port of Corpus Christi expansions, industrial parks, workforce training centers, and carbon capture infrastructure—support CEDS goals related to economic diversification, workforce prosperity, clean energy innovation, and long term competitiveness. The CEDS consolidates these emerging opportunities into coordinated regional strategies.

## Coastal Bend Educational Attainment

EDUCATIONAL ATTAINMENT, 2024	VALUE	% OF TOTAL	U.S.	% OF TOTAL
Total Population 25 and Older	388,378	100%	230,807,303	100%
Less Than 9th Grade	26,097	6.7%	10,803,193	4.7%
9th to 12th, No Diploma	33,751	8.7%	13,189,217	5.7%
High School Graduate (incl. equiv.)	122,192	31.5%	60,094,716	26.0%
Some College, No Degree	88,993	22.9%	44,034,048	19.1%
Associate Degree	33,454	8.6%	20,322,913	8.8%
Bachelor's Degree	55,816	14.4%	49,868,171	21.6%
Graduate or Professional Degree	28,075	7.2%	32,495,045	14.1%

Source: U.S. Census Bureau, American Community Survey, latest 5-Year Estimates

The data show a community with a comparatively lower share of adults holding a bachelor's degree or higher (21.6% vs. 35.7% nationally) and a higher concentration at the lower end of attainment, with 46.9% at high school or less versus 36.4% in the U.S. This gap is driven by both a larger “less than high school” population (15.4% vs. 10.4%) and a higher share of high school–only graduates (31.5% vs. 26.0%), which together signal substantial room for foundational skill-building and secondary credential completion. Notably, “some college, no degree” is elevated (22.9% vs. 19.1%), indicating a sizable pool of near-completers who could be moved to credentials with targeted re-engagement, credit-for-prior-learning, and flexible pathways. Associate degrees are on par with national levels (8.6% vs. 8.8%), suggesting a solid base for transfer pipelines, yet the bachelor's (14.4% vs. 21.6%) and graduate/professional shares (7.2% vs. 14.1%) lag markedly, constraining access to higher-wage occupations. In workforce terms, the profile points to dual priorities: (1) adult basic education, ESL, GED, and work-based learning to lift the bottom tail and (2) degree-completion and stackable credential strategies—especially employer-aligned—to convert “some college” momentum and expand BA+ attainment.

## Coastal Bend Commute Pattern

COMMUTING TO WORK, 2024	VALUE	% OF TOTAL	U.S.	% OF TOTAL
Workers 16 years and over	251,710	100%	159,114,094	100%
Car, truck, or van -- drove alone	201,059	79.9%	109,447,738	68.8%
Car, truck, or van -- carpooled	25,513	10.1%	13,569,614	8.5%
Public transportation (including taxicab)	1,993	0.8%	5,157,401	3.2%
Walked	3,919	1.6%	3,772,609	2.4%
Other means	3,573	1.4%	3,124,243	2.0%
Worked at home	15,653	6.2%	24,042,489	15.1%

Source: U.S. Census Bureau, American Community Survey, latest 5-Year Estimates

The commute pattern points to a car-dependent labor market with much higher drive-alone rates (79.9% vs. 68.8% nationally) and slightly higher carpooling (10.1% vs. 8.5%), while public transit use is very low (0.8% vs. 3.2%) and walking is lower (1.6% vs. 2.4%). The standout gap is working from home: 6.2% locally vs. 15.1% in the U.S., suggesting limited remote-work adoption. While occupational mix and employer policy play roles, the low work-from-home rate may stem in part from broadband access and reliability constraints, which can deter remote hiring and sustained telework. Together, these patterns imply higher household transportation costs, vulnerability to fuel price shocks, and roadway congestion and emissions pressures, while also signaling opportunities: (1) expand and stabilize broadband to unlock remote work and hybrid options; (2) grow vanpools and employer-sponsored ride-sharing to build on already elevated carpooling; (3) target first/last-mile, safe walking/biking connections, and demand-responsive or limited-stop transit to serve key job centers; and (4) partner with employers on compressed weeks, flexible schedules, and telework pilots to reduce peak-hour demand.



# Coastal Bend Industry Outlook

*Home to 586,102 residents and 348,901 jobs in 2024, the Coastal Bend remains one of Texas' most petroleum-manufacturing-intensive regional economies—with total output reaching \$98.08 billion and a GDP of approximately \$44.30 billion.*

## COASTAL BEND ECONOMY OVERVIEW AND INDUSTRY OUTLOOK



### SOUTH TEXAS ECONOMIC DEVELOPMENT CENTER

The Coastal Bend Region of Texas consists of 11 counties: Aransas, Bee, Brooks, Duval, Jim Wells, Kenedy, Kleberg, Live Oak, Nueces, Refugio, and San Patricio. The region includes the major urban center Corpus Christi, significant agricultural and ranching operations in counties like Kleberg and Kenedy, and energy production in Duval and Jim Wells. Coastal access supports shipping, tourism, and ecological conservation, particularly in Aransas and San Patricio counties. The area also features educational institutions, industrial development, and recreational resources that contribute to its economic profile. The Coastal Bend region, home to 586,102 residents and 348,901 jobs in 2024, remains one of Texas' most petroleum-manufacturing intensive regional economies. Total regional economic output reached \$98.08 billion, while Gross Domestic Product (GDP) was approximately \$44.30 billion. The output is defined as the value of all the economic activities in the region, including all the intermediate inputs. The Gross Domestic Product (GDP) contribution, or Value Added, measures only the new value created in the production process. Thus, GDP represents the difference between the

total output related to the industries and the cost of the intermediate inputs used.

The region's general economic structure is best summarized through the lens of the NAICS 2-digit industry classification, which highlights key subsectors driving output, employment, and value added. Table 1 summarizes industry performance using the NAICS 2-digit classification system, highlighting output and value added (GDP) by major subsectors.

## TOP INDUSTRIES BY OUTPUT

Production in the Coastal Bend region is highly concentrated. The top five subsectors alone account for more than 66% of all regional output, underscoring the region's specialization in energy-intensive, industrial, and logistics-oriented activities:

1. Manufacturing (NAICS 31–33) is the region's largest contributor, generating \$39.53 billion in economic output, or 40.30% of total regional output. Production is led by petroleum refining, chemical manufacturing, and fabricated metals, which are the industries central to the Coastal Bend's role in global energy and materials supply chains.
2. Real Estate and Rental and Leasing (NAICS 53) total output is at \$7.17 billion (7.31%), reflecting strong commercial and industrial property demand

from energy, logistics, and port-related activity.

3. Construction (NAICS 23) total output is \$6.43 billion (6.56%), driven by commercial and residential construction, large-scale industrial expansions, infrastructure investments, and port-related development.
4. Mining, Quarrying, and Oil & Gas Extraction (NAICS 21) total output is \$6.34 billion (6.46%), reflecting upstream production tied to Eagle

Ford, Gulf energy activity, and refinery inputs.

5. Health Care and Social Assistance (NAICS 62) total output is \$5.61 billion (5.72%), continues to expand alongside population growth and medical specialization in the region.

These industries collectively anchor the Coastal Bend’s competitive identity and account for most of the economic output.

**Table 1. The Coastal Bend Region: 2024 Industry Output And GDP Outlook**

<b>TOTAL OUTPUT (\$ BILLIONS)</b>	<b>\$98.08</b>
<b>GROSS DOMESTIC PRODUCT (GDP IN \$ BILLIONS)</b>	<b>\$44.30</b>
<b>EMPLOYMENT</b>	<b>348,901</b>

#	NAICS 2-DIGIT CODE - INDUSTRY	OUTPUT (SHARE %)	GDP (SHARE %)
1	31-33 – Manufacturing	\$39.53B (40.30%)	\$10.04B (22.66%)
2	53 – Real Estate and Rental and Leasing	\$7.17 (7.31%)	\$4.69 (10.60%)
3	23 – Construction	\$6.43 (6.56%)	\$3.32 (7.50%)
4	21 – Mining, Quarrying, and Oil & Gas Extraction	\$6.34 (6.46%)	\$3.67 (8.28%)
5	62 – Health Care and Social Assistance	\$5.61 (5.72%)	\$3.31 (7.47%)
6	9B – Administrative Government	\$4.69 (4.79%)	\$4.69 (10.60%)
7	42 – Wholesale Trade	\$3.58 (3.65%)	\$2.16 (4.87%)
8	54 – Professional, Scientific, and Technical Services	\$3.49 (3.55%)	\$1.99 (4.48%)
9	44-45 – Retail Trade	\$3.44 (3.51%)	\$2.55 (5.76%)
10	72 – Accommodation and Food Services	\$3.37 (3.44%)	\$1.61 (3.64%)
11	52 – Finance and Insurance	\$3.15 (3.21%)	\$1.11 (2.51%)
12	56 – Administrative and Support and Waste Management and Remediation Services	\$1.97 (2.01%)	\$0.99 (2.24%)
13	22 – Utilities	\$1.82 (1.85%)	\$0.75 (1.68%)
14	48-49 – Transportation and Warehousing	\$1.77 (1.80%)	\$0.66 (1.48%)
15	81 – Other Services (except Public Administration)	\$1.56 (1.59%)	\$0.91 (2.05%)
16	9A – Government Enterprises	\$1.22 (1.24%)	\$0.43 (0.97%)
17	51 – Information	\$1.16 (1.18%)	\$0.51 (1.15%)
18	11 – Agriculture, Forestry, Fishing and Hunting	\$0.72 (0.73%)	\$0.38 (0.85%)
19	55 – Management of Companies and Enterprises	\$0.52 (0.53%)	\$0.28 (0.63%)
20	71 – Arts, Entertainment, and Recreation	\$0.38 (0.39%)	\$0.17 (0.39%)
21	61 – Educational Services	\$0.18 (0.19%)	\$0.09 (0.20%)
	<b>TOTAL</b>	<b>\$98.08B (100.00%)</b>	<b>\$44.30B (100.00%)</b>

# GROSS DOMESTIC PRODUCT (GDP) CONTRIBUTION AND VALUE CREATION

The structure of GDP shows a slightly more balanced pattern than output. While petrochemical manufacturing dominates GDP creation (22.66%), several service-oriented industries, particularly real estate (10.60%), oil and gas extraction (8.28%), health care (7.47%), and administrative government (10.60%), play relatively larger role in value creation.

Mid-sized contributors to regional GDP include Wholesale Trade (4.87%), Professional and Technical Services (4.48%),

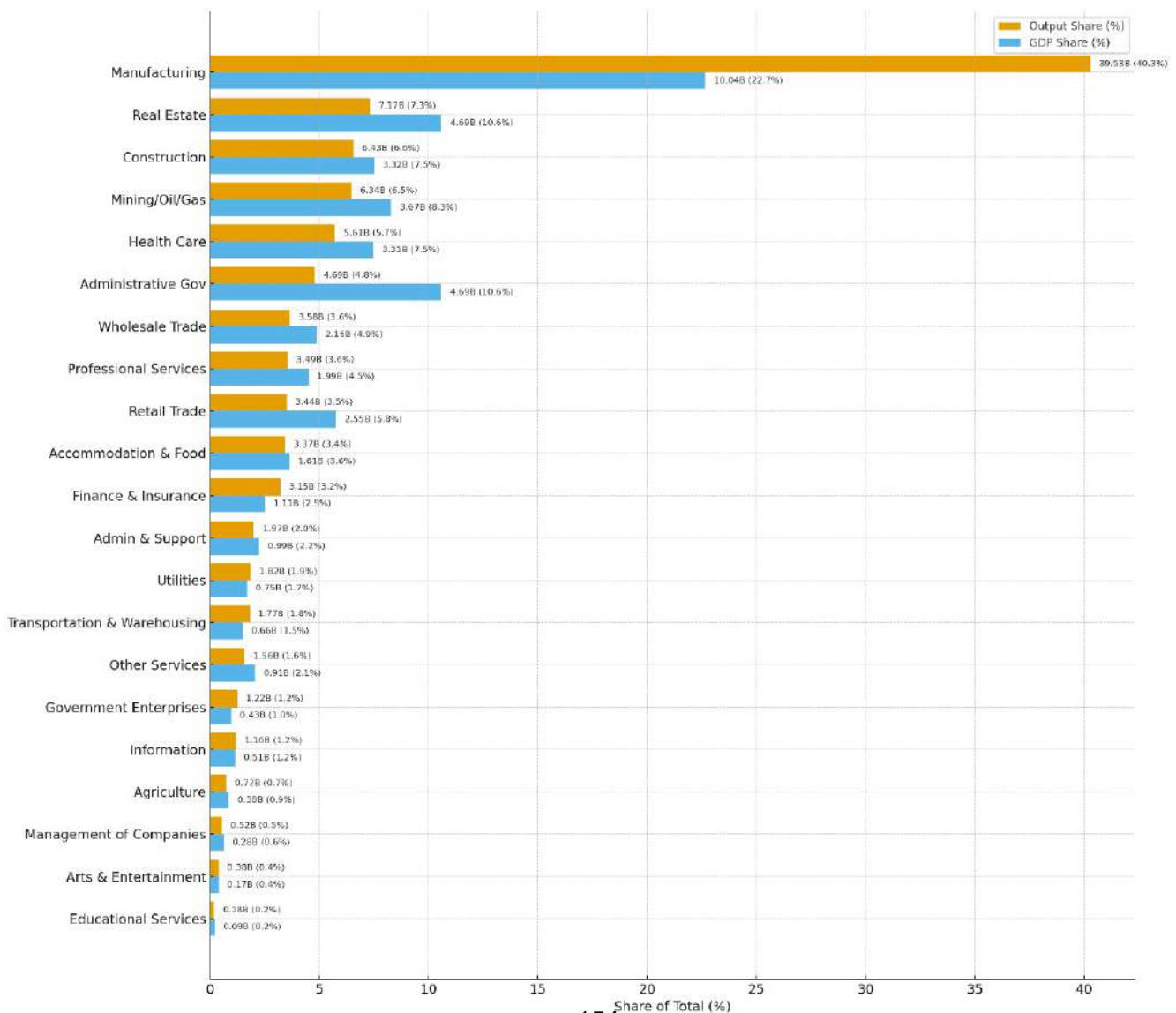
Retail Trade (5.76%), and Accommodation and Food Services (3.64%). These sectors reflect the region’s diversified demand base and the importance of supportive industries that serve both residents and the industrial core.

## ALIGNMENT WITH TEXAS TARGET INDUSTRY CLUSTERS

When we focus on the Texas Governor’s Office Target Industry Clusters, the Coastal Bend region aligns strongly with several of the state’s priority growth sectors:

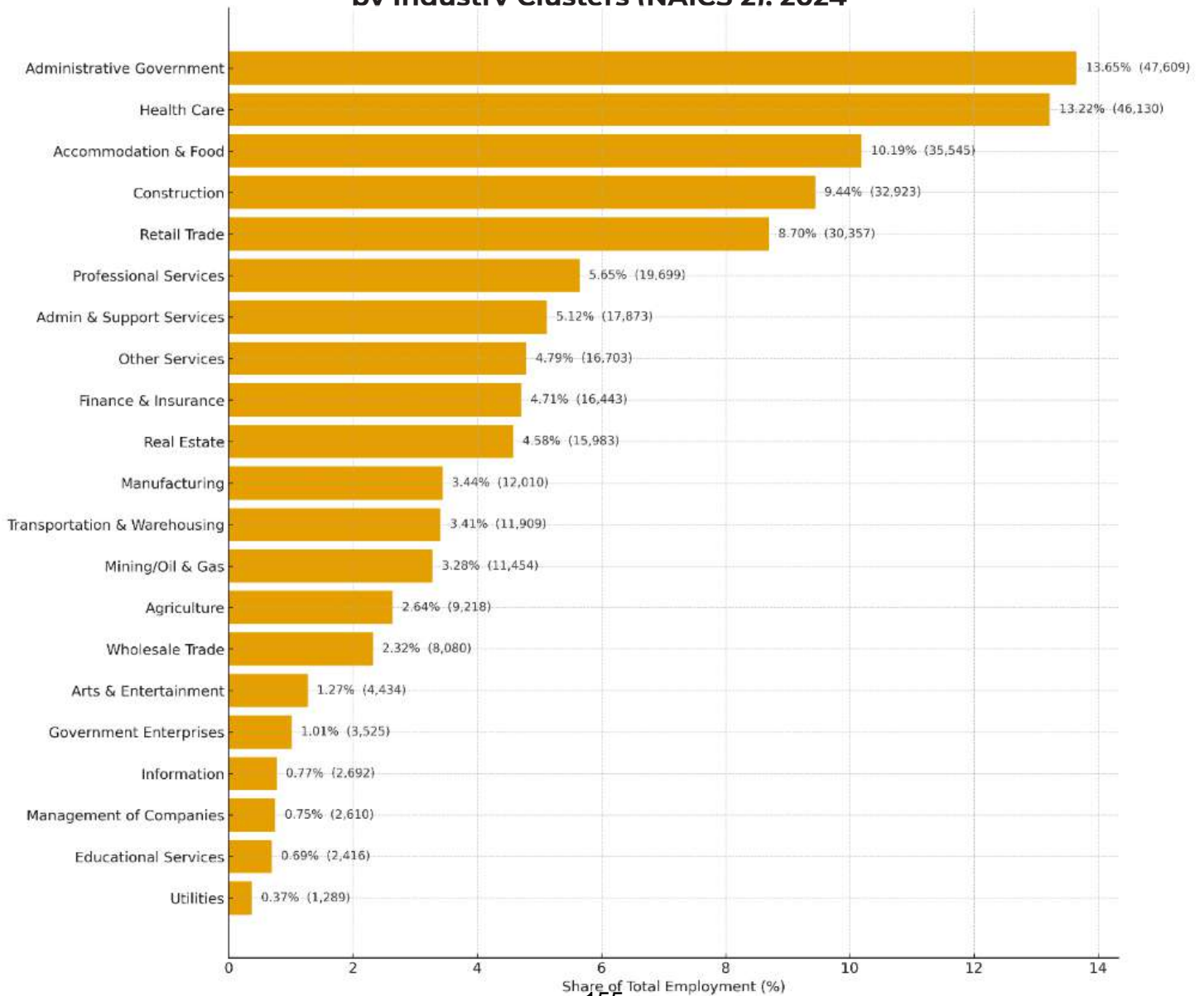
1. Energy (Oil & Gas, Chemicals, Advanced Materials): Directly tied to Manufacturing (31-33) and Mining/Oil & Gas (21). The Coastal Bend

**Figure 1. Coastal Bend Output and GDP distribution by Industry Clusters (NAICS 2), 2024**



- is one of Texas' leading hubs for refining, petrochemicals, LNG, and energy exports.
- 2. **Advanced Manufacturing:** Supported by strong activity in refining, chemicals, fabricated metals, plastics, machinery, and transportation equipment.
- 3. **Aerospace, Aviation & Defense:** Port and logistics infrastructure, foreign trade zones, and industrial fabrication support related supply chains and future opportunities.
- 4. **Biotechnology & Life Sciences:** Anchored by the region's expanding health care sector (62) and biomedical specializations.
- 5. **Logistics & Distribution:** With Transportation & Warehousing (48-49) and Wholesale Trade (42) contributing heavily to output and employment, the region is central to Texas' freight movement, maritime trade, and export corridors.
- 6. **Corporate Services & Professional Services:** Professional, Scientific, and Technical Services (54) and Management of Companies (55) continue to expand as industry support functions grow.

**Figure 2. Coastal Bend Employment Distribution by Industry Clusters (NAICS 2). 2024**





## EMPLOYMENT DYNAMICS

Comparing Figures 1 and 2, we see that employment in the Coastal Bend shows a more balanced distribution across industries compared with output or GDP. While manufacturing and energy dominate regional production, the largest employers are service-oriented industries that support the region’s population and government operations.

The top employment sectors are:

- Administrative Government (9B) with 47,609 jobs (13.65%) reflects the region’s role as an administrative and public-service hub.
- Health Care and Social Assistance (62) with 46,130 jobs (13.22%), driven by major hospital systems, specialty care, and moderate regional population growth.
- Accommodation and Food Services (72) with 35,545 jobs (10.19%), supporting a strong tourism, hospitality, and coastal recreation economy.
- Construction (23) with 32,923 jobs (9.44%), reinforced by industrial expansion, port infrastructure, and residential growth.
- Retail Trade (44–45) with 30,357 jobs (8.70%), due to the sustained employment base supporting regional consumer activity.

Manufacturing sector (31–33), which produces 40.3% of all output, employs only 12,010 workers (3.44%), underscoring

the highly capital-intensive and high-productivity nature of the region’s petrochemical manufacturing industrial workforce.

Sectors such as transportation and warehousing (3.41%), professional and scientific services (5.65%), finance and insurance (4.71%), and wholesale trade (2.32%) also play important supporting roles in the broader industrial ecosystem anchored by refining, petrochemicals, port logistics, and construction activity.

Overall, the employment base reveals a diversified service economy surrounding a high-output industrial core, a structure strongly aligned with Texas’ long-term economic development strategy.





# Urban And Rural Coastal Bend Economy Overview And Industry Outlook

## A STRUCTURAL COMPARISON OF OUTPUT, GDP, AND EMPLOYMENT ACROSS THE COASTAL BEND

To understand internal variation within the Coastal Bend economy, this analysis separates the region into the Urban Coastal Bend, which consists of Nueces, San Patricio, and Aransas Counties, and the Rural Coastal Bend, consisting of the remaining eight counties. This classification follows the 2023 USDA Rural-Urban Continuum Codes, which classify these three as metropolitan counties (RUCC 1-3) and the remaining counties as non-metro (RUCC 4-9). This framework provides a consistent basis for evaluating differences in industrial structure, value creation, and labor dynamics. Table 2 summarizes the Urban-Rural distribution of output and GDP, while Figure 3 highlights differences in employment composition.

## URBAN COASTAL BEND ECONOMIC STRUCTURE

The Urban Coastal Bend accounts for the vast majority of regional economic activity, generating \$83.96 billion in output (85.6% of the region) and \$37.34 billion in GDP (84.3%), as shown in Table 2. The economic base is highly concentrated in capital-intensive, energy-linked industries supported by a diversified set of service sectors.

Manufacturing dominates urban output, producing \$36.12 billion (43.02%), driven by refining, petrochemicals, chemicals, and fabricated metals, an industrial footprint centered

around the Port of Corpus Christi and large-scale pipeline, storage, and downstream operations. Real estate contributes \$5.87 billion (7.00%), reflecting strong industrial, residential and commercial demand, while construction (\$5.85 billion; 6.97%) and mining/oil & gas extraction (\$4.26 billion; 5.08%) further reinforce the region's industrial profile. Health care adds \$4.76 billion (5.67%), consistent with the concentration of major hospital systems and specialized care facilities.

Urban Gross Domestic Product (GDP) or value added presents a more balanced distribution. While manufacturing still contributes \$9.26 billion (24.81%), significant value added is also generated by real estate (10.39%), administrative government (9.20%), health care (7.64%), and retail trade (5.55%). These service sectors, although smaller in output, play an essential role in sustaining regional economic activity.

Employment patterns, illustrated in Figure 3, show that the urban labor market is not driven by heavy industry but by population- and service-oriented sectors. Administrative government represents 12.43% of all urban jobs, health care accounts for 12.83%, construction for 10.58%, and retail and accommodation/food services together for more than 19% of the urban workforce. Meanwhile, manufacturing, despite producing more than 43% of all urban output, employs only 3.71% of the urban workforce.



## RURAL COASTAL BEND ECONOMIC STRUCTURE

While the Rural Coastal Bend generates \$14.12 billion in output (14.4% of the region) and \$6.96 billion in GDP (15.7%), these counties play an essential upstream role in the Coastal Bend economy—providing land, energy, natural resources, and labor to support industrial operations concentrated in the urban core. Rural production is shaped by energy extraction, agriculture, public-sector services, and local commerce.

Rural output is more evenly distributed across sectors than in urban counties. Petrochemical and other manufacturing is the largest sector, yielding \$3.41 billion output (24.12% share of total rural output).

Mining/oil & gas extraction is the second largest contributor, generating \$2.07 billion (14.69%), followed by real estate (\$1.29 billion; 9.17%), administrative government (\$1.26 billion; 8.92%), healthcare (\$0.84 billion; 5.98%), retail trade (\$0.66 billion; 4.69%), and accommodation/food services and construction (each roughly \$0.58 billion; 4.10%). These industries form the core of local economies that serve residents, support agriculture and natural-resource activity, and sustain rural labor markets.

Rural GDP further demonstrates the importance of public-sector and natural-resource activities: administrative government contributes 18.08%, mining/oil & gas extraction 16.67%, real estate 11.68%, and retail and health care together over 13%. In contrast to the industrial concentration seen in urban counties, rural value creation is more dispersed across governmental services, energy extraction, and community-serving industries.

Employment in rural counties reflects this economic mix. Agriculture accounts for 8.36% of rural jobs, compared with about 1% in urban areas. Mining and oil/gas extraction represents 6.83% of rural employment, a much higher share than in urban counties. Public administration also plays a larger role on a per-capita basis, and rural service industries such as retail, accommodation, education, and health care provide the backbone of local job markets. As Figure 3 illustrates, rural employment is more aligned with land-dependent and resource-based activities, forming a workforce ecosystem that complements the industrial and service demands of the urban core.

## KEY DIFFERENCES IN URBAN-RURAL STRUCTURE

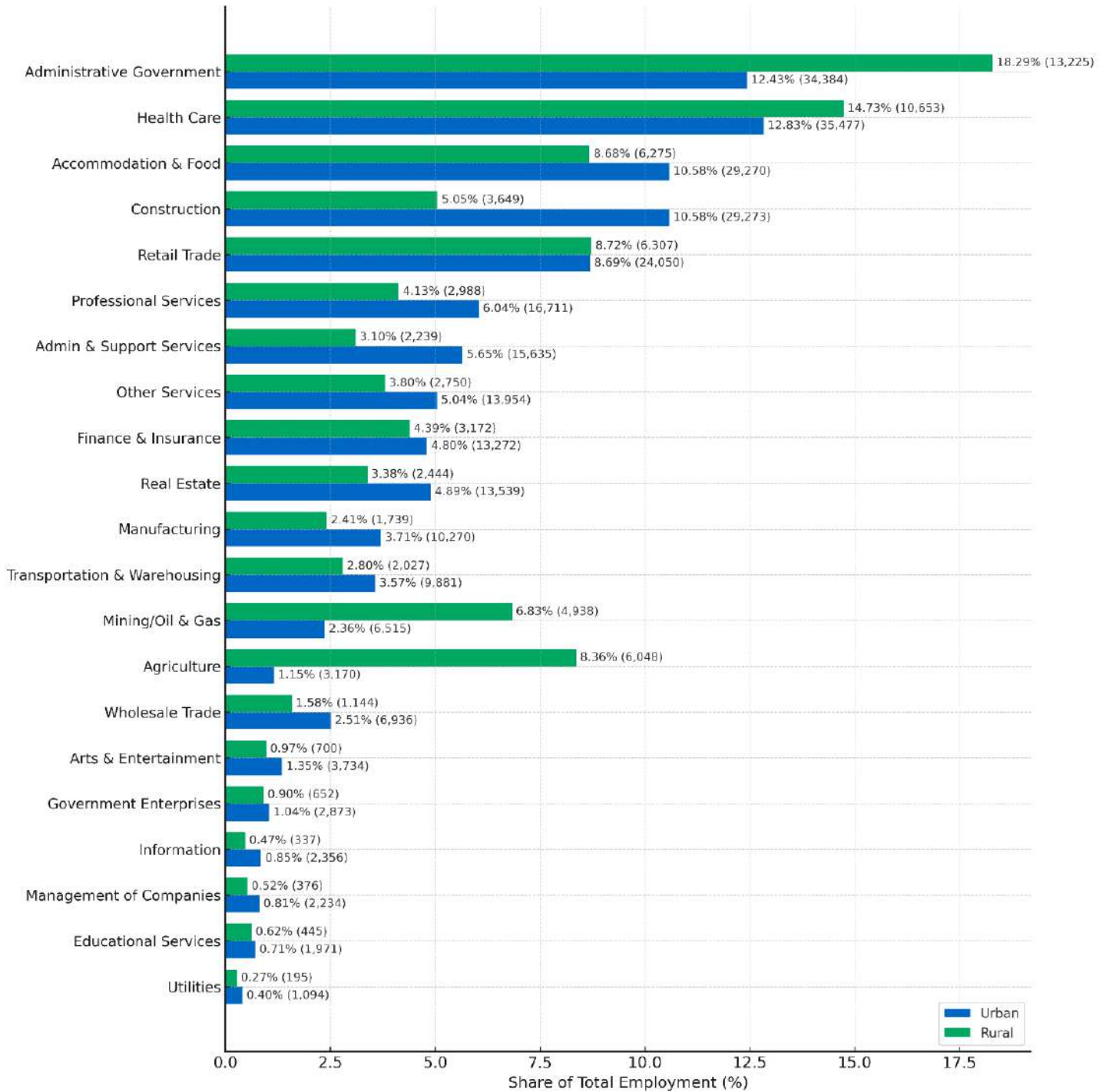
Several themes emerge from the Urban-Rural comparison:

1. Economic Concentration: Urban counties produce more than 85% of total output, driven by manufacturing and port-connected industries.
2. Value Creation Patterns: Urban GDP is more diversified than urban output, while rural GDP is more evenly distributed, with meaningful contributions from government and resource extraction.
4. Labor Market Divergence: Urban employment is dominated by government, health care, retail, hospitality, and construction, whereas rural employment is more concentrated in agriculture, oil and gas extraction, and public-sector services.
6. Complementary Economic Roles: Urban counties serve as the industrial and service hub, while rural counties provide natural resources, land-intensive production, and upstream labor, forming an integrated regional economic system.

**Table 2. Urban And Rural Coastal Bend In 2024: Industry Output Outlook**

		URBAN	RURAL	TOTAL	
<b>Total Output (\$ Billions)</b>		<b>\$83.96</b>	<b>\$14.12</b>	<b>\$98.08</b>	
<b>Gross Domestic Product (Gdp In \$ Billions)</b>		<b>\$37.34</b>	<b>\$6.96</b>	<b>\$44.30</b>	
<b>Employment</b>		<b>276,599</b>	<b>72,302</b>	<b>348,901</b>	
		URBAN		RURAL	
#	NAICS 2-DIGIT CODE - INDUSTRY	OUTPUT (SHARE%)	GDP (SHARE%)	OUTPUT (SHARE%)	GDP (SHARE%)
1	31-33 – Manufacturing	\$36.12B (43.02%)	\$9.26 (24.81%)	\$3.41 (24.12%)	\$0.77 (11.11%)
2	53 – Real Estate and Rental and Leasing	\$5.87 (7.00%)	\$3.88 (10.39%)	\$1.29 (9.17%)	\$0.81 (11.68%)
3	23 – Construction	\$5.85 (6.97%)	\$3.08 (8.26%)	\$0.58 (4.10%)	\$0.24 (3.42%)
4	21 – Mining, Quarrying, and Oil and Gas Extraction	\$4.26 (5.08%)	\$2.51 (6.72%)	\$2.07 (14.69%)	\$1.16 (16.67%)
5	62 – Health Care and Social Assistance	\$4.76 (5.67%)	\$2.85 (7.64%)	\$0.84 (5.98%)	\$0.46 (6.61%)
6	9B – Administrative Government	\$3.44 (4.09%)	\$3.44 (9.20%)	\$1.26 (8.92%)	\$1.26 (18.08%)
7	42 – Wholesale Trade	\$3.11 (3.71%)	\$1.87 (5.01%)	\$0.47 (3.30%)	\$0.29 (4.11%)
8	54 – Professional, Scientific, and Technical Services	\$3.01 (3.59%)	\$1.78 (4.77%)	\$0.47 (3.35%)	\$0.21 (2.97%)
9	44-45 – Retail Trade	\$2.78 (3.31%)	\$2.07 (5.55%)	\$0.66 (4.69%)	\$0.48 (6.84%)
10	72 – Accommodation and Food Services	\$2.79 (3.33%)	\$1.36 (3.65%)	\$0.58 (4.10%)	\$0.25 (3.60%)
11	52 – Finance and Insurance	\$2.58 (3.07%)	\$0.96 (2.56%)	\$0.57 (4.05%)	\$0.15 (2.22%)
12	56 – Administrative and Support and Waste Management and Remediation Services	\$1.75 (2.09%)	\$0.89 (2.39%)	\$0.22 (1.55%)	\$0.10 (1.42%)
13	22 – Utilities	\$1.59 (1.89%)	\$0.64 (1.71%)	\$0.23 (1.65%)	\$0.11 (1.56%)
14	48-49 – Transportation and Warehousing	\$1.48 (1.77%)	\$0.56 (1.51%)	\$0.28 (2.01%)	\$0.10 (1.38%)
15	81 – Other Services (except Public Administration)	\$1.31 (1.55%)	\$0.76 (2.04%)	\$0.25 (1.80%)	\$0.15 (2.10%)
16	9A – Government Enterprises	\$1.01 (1.21%)	\$0.36 (0.96%)	\$0.20 (1.44%)	\$0.07 (1.05%)
17	51 – Information	\$1.00 (1.19%)	\$0.44 (1.17%)	\$0.16 (1.12%)	\$0.07 (1.05%)
18	11 – Agriculture, Forestry, Fishing and Hunting	\$0.31 (0.37%)	\$0.16 (0.43%)	\$0.41 (2.91%)	\$0.22 (3.12%)
19	55 – Management of Companies and Enterprises	\$0.46 (0.54%)	\$0.25 (0.68%)	\$0.06 (0.42%)	\$0.02 (0.36%)
20	71 – Arts, Entertainment, and Recreation	\$0.33 (0.39%)	\$0.15 (0.40%)	\$0.06 (0.40%)	\$0.03 (0.39%)
21	61 – Educational Services	\$0.15 (0.18%)	\$0.07 (0.18%)	\$0.03 (0.24%)	\$0.02 (0.27%)
<b>TOTAL</b>		<b>\$83.96B (100%)</b>	<b>\$37.34 (100%)</b>	<b>\$14.12B (100%)</b>	<b>\$6.97B (100%)</b>

**Figure 3. Urban V. Rural Employment Distribution by Industry Clusters (NAICS 2), 2024**



**SOUTH TEXAS ECONOMIC DEVELOPMENT CENTER**

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# COASTAL BEND

## COUNCIL OF GOVERNMENTS

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2910 LEOPARD STREET  
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### SERVICE THE 11-COUNTY COASTAL BEND REGION

Aransas · Bee · Brooks · Duval · Jim Wells · Kenedy  
Kleberg · Live Oak · Nueces · Refugio · San Patricio

PREPARED FOR  
U.S. ECONOMIC DEVELOPMENT ADMINISTRATION

# 2026 – 2031



**COASTAL BEND**  
COUNCIL OF GOVERNMENTS

MEMORANDUM

TO: Board Members of the Coastal Bend Council of Governments  
FROM: Adam Guerra, Director of Public Safety  
DATE: April 23, 2026  
SUBJECT: Approval for Application No. 5891501: State Homeland Security Program

**Background:** Coastal Bend Council of Governments (CBCOG) has applied for funding to the Office of the Governor under the State Homeland Security Program.

**Summary:** The Coastal Bend Council of Governments (CBCOG) has a mission to support all participating jurisdictions in preparing for terrorism and other high consequence incidents. This grant supports efforts of developing, updating, and maintaining multijurisdictional plans that align with the Federal Emergency Management Agency's Homeland Security Exercise and Evaluation Program (HSEEP) guidance and National Preparedness core capabilities. CBCOG will also facilitate opportunities for Incident Command System and additional preparedness training to strengthen operational alignment and enhance the Coastal Bend Region's readiness.

**Financial Impact:** Application for funding totals \$353,689.20

**Comprehensive Economic Development Strategy Goal or Objective:**

GOAL 4: Support Community Well-Being

**Staff Recommendation:** It's the staff's recommendation that approval of the Application be awarded. This provides compliance with application requirements set by the Office of the Governor to be considered for grant award.

**COASTAL BEND COUNCIL OF GOVERNMENTS**

**RESOLUTION NO. 4135**

**A RESOLUTION APPROVING THE COASTAL BEND COUNCIL OF GOVERNMENTS TO SUBMIT APPLICATION NO. 5891501 TO THE OFFICE OF THE GOVERNOR FOR FUNDING UNDER THE STATE HOMELAND SECURITY PROGRAM, TO BE ADMINISTERED BY THE COASTAL BEND COUNCIL OF GOVERNMENTS PUBLIC SAFETY DEPARTMENT.**

**WHEREAS**, the Coastal Bend Council of Governments (CBCOG) finds it in the best interest of the citizens of the 11-County CBCOG region that the Coastal Bend Regional Planning Project be operated for FY2026; and

**WHEREAS**, the Coastal Bend Council of Governments (CBCOG) agrees to provide no applicable matching funds for the said project as none are required by the State Homeland Security Program application; that in the event of loss or misuse of the Office of the Governor funds the Coastal Bend Council of Governments (CBCOG) assures that the funds will be returned to the Office of the Governor in full; and

**WHEREAS**, the Coastal Bend Council of Governments (CBCOG) designates Executive Director as the grantee’s authorized official. The authorized official is given the power to apply for, accept, reject, alter or terminate the grant on behalf of the applicant agency; and

**WHEREAS**, the Coastal Bend Council of Governments (CBCOG) designates Director of Finance as the grantee’s financial officer. The financial officer is given the power to submit financial and/or programmatic reports or alter a grant on behalf of the applicant agency.

**NOW, THEREFORE, BE IT RESOLVED**, that the Coastal Bend Council of Governments (CBCOG) approves submission of the grant application for the Coastal Bend Regional Planning Project to the Office of the Governor.

Duly adopted at a meeting of the Coastal Bend Council of Governments this 23rd day of April 2026.

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Commissioner Charles C. Schultz, Chairman

ATTEST:

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Mr. Peter Collins, Secretary



**COASTAL BEND**  
COUNCIL OF GOVERNMENTS

MEMORANDUM

TO: Board Members of the Coastal Bend Council of Governments

FROM: Adam Guerra, Director of Public Safety

DATE: April 23, 2026

SUBJECT: Approval for Application No. 5928201: Statewide Emergency Radio Infrastructure Program

**Background:** Coastal Bend Council of Governments (CBCOG) has applied for funding to the Office of the Governor under the Statewide Emergency Radio Infrastructure (SERI) Program.

**Summary:** The Coastal Bend Council of Governments (CBCOG) has applied for funding to enhance and increase capacity of the Coastal Bend Public Safety Radion System (CBPSRS) to allow for increased users and interoperability throughout the Coastal Bend Region. The Coastal Bend Public Safety Radio Coalition, in alignment with CBCOG's Regional Interoperable Communications Plan, will seek to fund phase 2 of a 3-phase emergency communication infrastructure project. Phase 2 of the strategic plan focuses on eliminating marginal or no coverage zones that reduce or interoperability within the existing system. Phase 2 will enhance capabilities and interoperability of the 11,000 radios used in the Coastal Bend Region by 65 local organizations, 64 regional partners, and 8 state or federal agencies across all 11 counties in the CBCOG.

**Financial Impact:** Application for funding totals \$2,000,000.00

**Comprehensive Economic Development Strategy Goal or Objective:**

GOAL 4: Support Community Well-Being

**Staff Recommendation:** It's the staff's recommendation that approval of the Application be awarded. This provides compliance with application requirements set by the Office of the Governor to be considered for grant award.

**COASTAL BEND COUNCIL OF GOVERNMENTS**

**RESOLUTION NO. 4136**

**A RESOLUTION APPROVING THE COASTAL BEND COUNCIL OF GOVERNMENTS TO SUBMIT APPLICATION NO. 5928201 TO THE OFFICE OF THE GOVERNOR FOR FUNDING UNDER THE STATEWIDE EMERGENCY RADIO INFRASTRUCTURE PROGRAM, TO BE ADMINISTERED BY THE COASTAL BEND COUNCIL OF GOVERNMENTS PUBLIC SAFETY DEPARTMENT.**

**WHEREAS**, the Coastal Bend Council of Governments (CBCOG) finds it in the best interest of the citizens of the 11-County CBCOG region that the Coastal Bend Emergency Radio Infrastructure Project be operated for FY2027; and

**WHEREAS**, the Coastal Bend Council of Governments (CBCOG) agrees to provide no applicable matching funds for the said project as none are required by the Statewide Emergency Radio Infrastructure Program application; that in the event of loss or misuse of the Office of the Governor funds the Coastal Bend Council of Governments (CBCOG) assures that the funds will be returned to the Office of the Governor in full; and

**WHEREAS**, the Coastal Bend Council of Governments (CBCOG) designates Executive Director as the grantee’s authorized official. The authorized official is given the power to apply for, accept, reject, alter or terminate the grant on behalf of the applicant agency; and

**WHEREAS**, the Coastal Bend Council of Governments (CBCOG) designates Director of Finance as the grantee’s financial officer. The financial officer is given the power to submit financial and/or programmatic reports or alter a grant on behalf of the applicant agency.

**NOW, THEREFORE, BE IT RESOLVED**, that the Coastal Bend Council of Governments (CBCOG) approves submission of the grant application for the Coastal Bend Emergency Radio Infrastructure Project to the Office of the Governor.

Duly adopted at a meeting of the Coastal Bend Council of Governments this 23rd day of April 2026.

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Commissioner Charles C. Schultz, Chairman

ATTEST:

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Mr. Peter Collins, Secretary



**COASTAL BEND**  
COUNCIL OF GOVERNMENTS

MEMORANDUM

TO: Board Members of the Coastal Bend Council of Governments

FROM: Adam Guerra, Director of Public Safety

DATE: April 23, 2026

SUBJECT: Approval for Application No. 5977901: State Homeland Security Program – Law Enforcement Terrorism Prevention Activities Program

**Background:** Coastal Bend Council of Governments (CBCOG) has applied for funding to the Office of the Governor under the State Homeland Security Program – Law Enforcement Terrorism Prevention Activities (LETPA) Program.

**Summary:** The Coastal Bend Council of Governments (CBCOG) has applied for funding to support the implementation of a real-time, secure intelligence-sharing platform that will enhance regional coordination and timely dissemination of alerts and threat related information across all participating agencies within the CBCOG. The project supports LETPA within the Protection and Prevention mission areas, specifically the core capability of Information Sharing. Additionally, this project allows our region to share intelligence with Fusion Centers across the state of Texas, improving statewide coordination of terrorism prevention activities.

**Financial Impact:** Application for funding totals \$43,081.26

**Comprehensive Economic Development Strategy Goal or Objective:**

GOAL 4: Support Community Well-Being

**Staff Recommendation:** It's the staff's recommendation that approval of the Application be awarded. This provides compliance with application requirements set by the Office of the Governor to be considered for grant award.

**COASTAL BEND COUNCIL OF GOVERNMENTS**

**RESOLUTION NO. 4137**

**A RESOLUTION APPROVING THE COASTAL BEND COUNCIL OF GOVERNMENTS TO SUBMIT APPLICATION NO. 5977901 TO THE OFFICE OF THE GOVERNOR FOR FUNDING UNDER THE STATE HOMELAND SECURITY PROGRAM – LETPA PROJECTS, TO BE ADMINISTERED BY THE COASTAL BEND COUNCIL OF GOVERNMENTS PUBLIC SAFETY DEPARTMENT.**

**WHEREAS**, the Coastal Bend Council of Governments (CBCOG) finds it in the best interest of the citizens of the 11-County CBCOG region that the Coastal Bend Threat Intelligence and Training Network Project be operated for FY2027; and

**WHEREAS**, the Coastal Bend Council of Governments (CBCOG) agrees to provide no applicable matching funds for the said project as none are required by the State Homeland Security Program – LETPA Projects application; that in the event of loss or misuse of the Office of the Governor funds the Coastal Bend Council of Governments (CBCOG) assures that the funds will be returned to the Office of the Governor in full; and

**WHEREAS**, the Coastal Bend Council of Governments (CBCOG) designates Executive Director as the grantee’s authorized official. The authorized official is given the power to apply for, accept, reject, alter or terminate the grant on behalf of the applicant agency; and

**WHEREAS**, the Coastal Bend Council of Governments (CBCOG) designates Director of Finance as the grantee’s financial officer. The financial officer is given the power to submit financial and/or programmatic reports or alter a grant on behalf of the applicant agency.

**NOW, THEREFORE, BE IT RESOLVED**, that the Coastal Bend Council of Governments (CBCOG) approves submission of the grant application for the Coastal Bend Threat Intelligence and Training Network Project to the Office of the Governor.

Duly adopted at a meeting of the Coastal Bend Council of Governments this 23rd day of April 2026.

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Commissioner Charles C. Schultz, Chairman

ATTEST:

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Mr. Peter Collins, Secretary



**COASTAL BEND**  
COUNCIL OF GOVERNMENTS

MEMORANDUM

TO: Board Members of the Coastal Bend Council of Governments  
FROM: Amy Kiddy Villarreal, AAA/ADRC Director  
DATE: April 23, 2026  
SUBJECT: 2027-2029 Coastal Bend Area Plan on Aging

**Background:** The 2027–2029 Coastal Bend Area Plan on Aging is a three-year planning document required by the Older Americans Act (OAA), Section 306, and administered in Texas through the Texas Health and Human Services Commission (HHSC) Office of Area Agencies on Aging. The Area Plan serves as the Area Agency on Aging’s blueprint for how OAA Title III services will be coordinated and delivered within the Planning and Service Area (PSA), and it documents the region’s needs assessment, priority populations, goals and strategies, performance expectations, and required assurances.

The plan incorporates input from the AAA Advisory Council and the public (including a public comment period) and is designed to target services to older adults with the greatest economic and social need, with particular attention to individuals who are low-income, rural, have limited English proficiency, and other underserved populations.

Through contracts and partnerships with community providers, the AAA plans and coordinates a comprehensive, community-based service system that supports older adults age 60+ and family caregivers—such as information and referral/assistance, benefits counseling, care coordination, caregiver support, nutrition, transportation, and Long-Term Care Ombudsman services. The Area Plan on Aging provides the framework to address local demographic trends, service gaps, rural access challenges, and caregiver needs while aligning regional priorities with HHSC requirements and the Texas State Plan on Aging.

**Summary:** The **Coastal Bend Area Plan on Aging (2027–2029)** describes how the Area Agency on Aging of the Coastal Bend (AAACB)—a department of the Coastal Bend Council of Governments (CBCOG)—will plan, coordinate, and advocate for a comprehensive system of community-based services that promotes **dignity, independence, and informed choice** for adults age 60+ and caregivers, with an



**COASTAL BEND**  
COUNCIL OF GOVERNMENTS

emphasis on those with the greatest social and economic need. It outlines AAACB's guiding framework (mission, vision, and core values), organizational governance through the CBCOG Board and the Advisory Council on Aging, staffing capacity, and its role as a regional focal point for Older Americans Act programming and ADRC functions across the region.

The plan highlights key topic areas that drive priorities and service delivery: administering core Older Americans Act services (including access and assistance, nutrition, caregiver support, legal assistance, transportation, Evidence-Based health promotion, and ombudsman services); targeting individuals with the **greatest economic and social need** (e.g., low-income, rural, minority, limited English proficiency, living alone, or at risk of institutionalization); expanding and coordinating **home and community-based services** to support aging in place; and providing targeted approaches for special populations (including people with disabilities/chronic conditions, caregivers, dementia-related needs, veterans, and those at risk of abuse/neglect/exploitation). It also emphasizes integrated planning and continuous improvement aligned with Texas HHSC state goals, and includes sections for needs assessment activities, goals/objectives/strategies/outcomes, long-range planning for demographic change and system sustainability, plus appendices for emergency preparedness and public comment documentation.

This Final Area Plan on Aging is presented to the Board of Directors for approval with edits based on input from the public. The 30-day public comment period will end on May

**Financial Impact:** No direct financial impact, however, it is a broad overview of how we intend to serve those over 60 in the Coastal Bend region.

**Comprehensive Economic Development Strategy Goal or Objective:**

GOAL 4: Support Community Well-Being; Objective 4.1: Quality of life programs and opportunities are made accessible to all Coastal Bend communities

**Staff Recommendation:** Board Approval of the Area Plan is required prior to submission to HHSC. Staff recommend the Area Plan be approved today with final edits after public comment ends on May 18, 2027.

**COASTAL BEND COUNCIL OF GOVERNMENTS  
RESOLUTION NO. 4138**

**A RESOLUTION RECOMMENDING APPROVAL AND SUBMISSION OF THE AREA AGENCY ON AGING - AREA PLAN FOR FISCAL YEARS 2027-2029 TO THE TEXAS HEALTH AND HUMAN SERVICES COMMISSION FOR PLANNED OLDER AMERICANS ACT PROGRAM ACTIVITIES FOR PLANNING AND PROVIDING SERVICES TO SUPPORT NEEDS OF OLDER COASTAL BEND INDIVIDUALS, THEIR FAMILY MEMBERS AND/OR OTHER CAREGIVERS.**

**WHEREAS** the Coastal Bend Council of Governments by virtue of Resolution 234 on February 22, 1974 accepted the designation as the Area Agency on Aging in the Coastal Bend and undertook the planning and development of services such designation requires; and

**WHEREAS**, the Texas Health and Human Services Commission has requested an application for the continuation of the Area Agency on Aging Programs and Activities for Fiscal Years 2027-2029 in the Coastal Bend Region and thus, will assume full authority to develop and administer the Area Plan for Fiscal Years 2027-2029 in accordance with all requirements of the Older Americans Act and related State policy; and

**WHEREAS**, the attached Area Plan for Fiscal Years 2027-2029 including the Identification of Counties and Major Communities, Socio-Demographic and Economic Factors, Economic and Social Resources, Description of Service System, Role in Interagency Collaborative Efforts, Stakeholder and Public Input, Goals, Objectives, and Standard Assurances, describe necessary functions of the Area Agency on Aging (AAA) as required by the Older Americans Act and related State policy; and

**WHEREAS**, after review of the Area Agency on Aging's Area Plan for Fiscal Years 2027-2029, review by members of the ACOA committee, and a 30-Day public comment period, the Older Americans Act, planning and providing services for Coastal Bend's targeted older individuals, their family members and/or other caregivers and further recommended approval by the Coastal Bend Council of Governments.

**NOW, THEREFORE, BE IT RESOLVED**, that the Coastal Bend Council of Governments approves the Area Agency on Aging's Area Plan for Fiscal Years 2027-2029 and approves submission to the Texas Health and Human Services Commission for planned Older American Act program activities for planning and providing services to support needs of older Coastal Bend individuals, their family members and/or other caregivers.

**Duly adopted at a meeting of the Coastal Bend Council of Governments this 23rd day of April 2026.**

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**Commissioner Charles C. Schultz, Chairman**

**ATTEST:**

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**Mr. Peter Collins, Secretary**



# Coastal Bend Area Agency on Aging **2027-2029 AREA PLAN**



## **Mission**

The Area Agency on Aging of the Coastal Bend (AAACB) plans, coordinates, and advocates for a comprehensive, community-based system of services that promotes dignity, independence, and informed choices for adults age 60+ and caregivers in greatest social and economic need.

## **Vision**

AAACB envisions a Coastal Bend region where older adults are supported to age safely, independently, and with purpose in the communities of their choice through high-quality, person-centered services delivered with excellence and integrity.

## **Core Values**

Dignity · Independence · Collaboration · Accountability · Integrity · Access

### **DIGNITY**

We honor the inherent worth of every individual and ensure that services are delivered with respect, compassion, and sensitivity.

### **INDEPENDENCE**

We support the right of older adults to make informed choices and to live safely and independently in the setting of their choice for as long as possible.

### **COLLABORATION**

We value strong partnerships with clients, caregivers, providers, community organizations, and public entities to identify those in most social & economic need, strengthen the Aging Network and improve outcomes.

### **ACCOUNTABILITY**

We are responsible stewards of public resources and uphold transparency, fiscal integrity, and data-driven decision-making in all aspects of our work.

### **INTEGRITY**

We conduct our work ethically and consistently, guided by the requirements of the Older Americans Act and a commitment to public trust.

### **ACCESS**

We strive to ensure timely, clear, and equal access to information, services, and supports for all older adults and caregivers in the Coastal Bend region.

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## EXECUTIVE SUMMARY

As a part of the coordinated Aging Network, the Area Agency on Aging (AAACB) is an aspirational, community-focused, and compliance-oriented department of the Coastal Bend Council of Governments (CBCOG).

### ASPIRATIONAL VISION

AAACB is aspirational in its commitment to a future where older adults in the Coastal Bend are empowered to live with dignity, independence, and informed choice. Through continuous improvement, innovation, and forward-looking planning, AAACB anticipates the needs of older adults and caregivers, strengthens system capacity, and expands access to person-centered, community-based services that support aging in place, and quality of life across the region. **Through continued work with the Texas Healthy at Home Community Care Hub, we anticipate growing program funding to exponentially increase the number of clients we serve throughout the Coastal Bend.**

### COMMUNITY-FOCUSED PARTNERSHIPS

AAACB is deeply community-focused, and as the local Aging & Disability Resource Center (ADRC) works collaboratively with local government service providers, community organizations, and older adults themselves to strengthen a responsive and inclusive Aging Network. By leveraging partnerships and local knowledge, AAACB ensures services reflect the diverse cultural, geographic, and socioeconomic characteristics of the Coastal Bend and are accessible to those most at risk of social isolation, institutionalization, or economic hardship. Based on demonstrated community need, Hope's Closet was created and provides incontinence supplies and gently used DME to clients in immediate need of help. **Hope's Closet was named for a dedicate AAACB employee, Hope Franklin. Hope enjoyed visiting with seniors and their caregivers and worked diligently to find donations for those in need. Upon her retirement, Hope's Closet was named in her honor.**

### COMPLIANCE-ORIENTED STEWARDSHIP

AAACB is compliance-oriented in its stewardship of federal, state, and local resources, ensuring all programs and services are delivered in alignment with the Older Americans Act, Texas Health and Human Services Commission requirements, and applicable regulations. Through sound governance, fiscal accountability, data-driven decision-making, and performance monitoring, AAACB upholds transparency, accountability, and program integrity while meeting statutory planning and reporting obligations. **Locally, CBCOG leadership continues to evaluate processes and streamline internal administrative procedures, including updated monitoring and quality assurance protocols.**

The Area Agency on Aging of the Coastal Bend is guided by a mission, vision and shared set of values that inform how we serve, and steward resources on behalf of older adults and caregivers across the region. These values shape our culture, decision-making, and partnerships and reflect our commitment to excellence in public service.

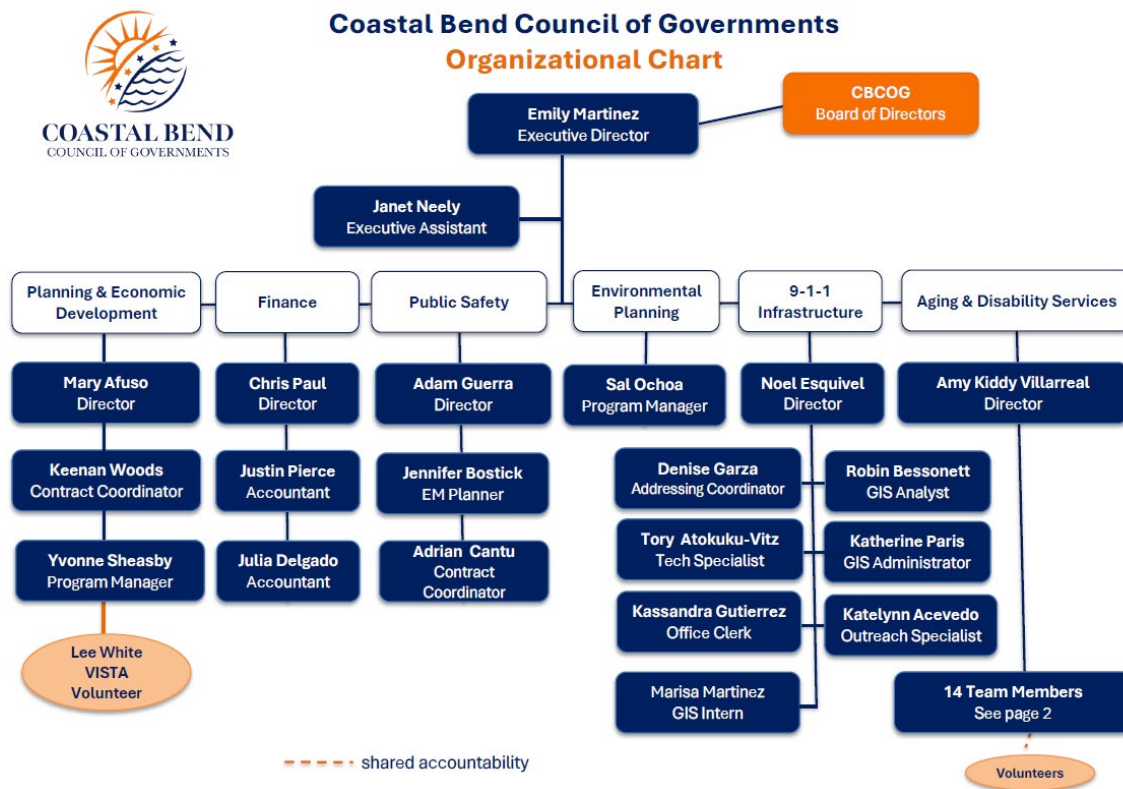
# ORGANIZATIONAL PROFILE

REFERENCE: 45 CFR 1321.57, 45 CFR 1321.63, & 45 CFR 1321.65(B)(2)

## AGENCY STRUCTURE AND GOVERNANCE

AAACB operates as a department of the Coastal Bend Council of Governments (CBCOG) and serves as the designated Area Agency on Aging for the eleven-county Coastal Bend Planning and Service Area (PSA). As part of the coordinated Aging Network, AAACB functions as the regional focal point for planning, advocacy, and coordination of services for individuals age 60 and over, in accordance with the Older Americans Act.

CBCOG provides the platform for multi-jurisdictional collaboration on issues that no single city or county can address alone, including economic growth, infrastructure, workforce, and resilience. In Texas, COGs are explicitly tasked with regional development planning and coordination, helping communities plan for future growth, improve efficiency, and address shared challenges across counties. Governance is provided through the CBCOG Board of Directors, which is composed of representatives from member counties, cities, and special districts across the region. This structure ensures regional representation, fiscal accountability, and alignment with broader regional planning efforts. Advisory input specific to aging services is provided through the Advisory Council on Aging (ACOA), which supports client involvement and compliance with OAAA requirements.

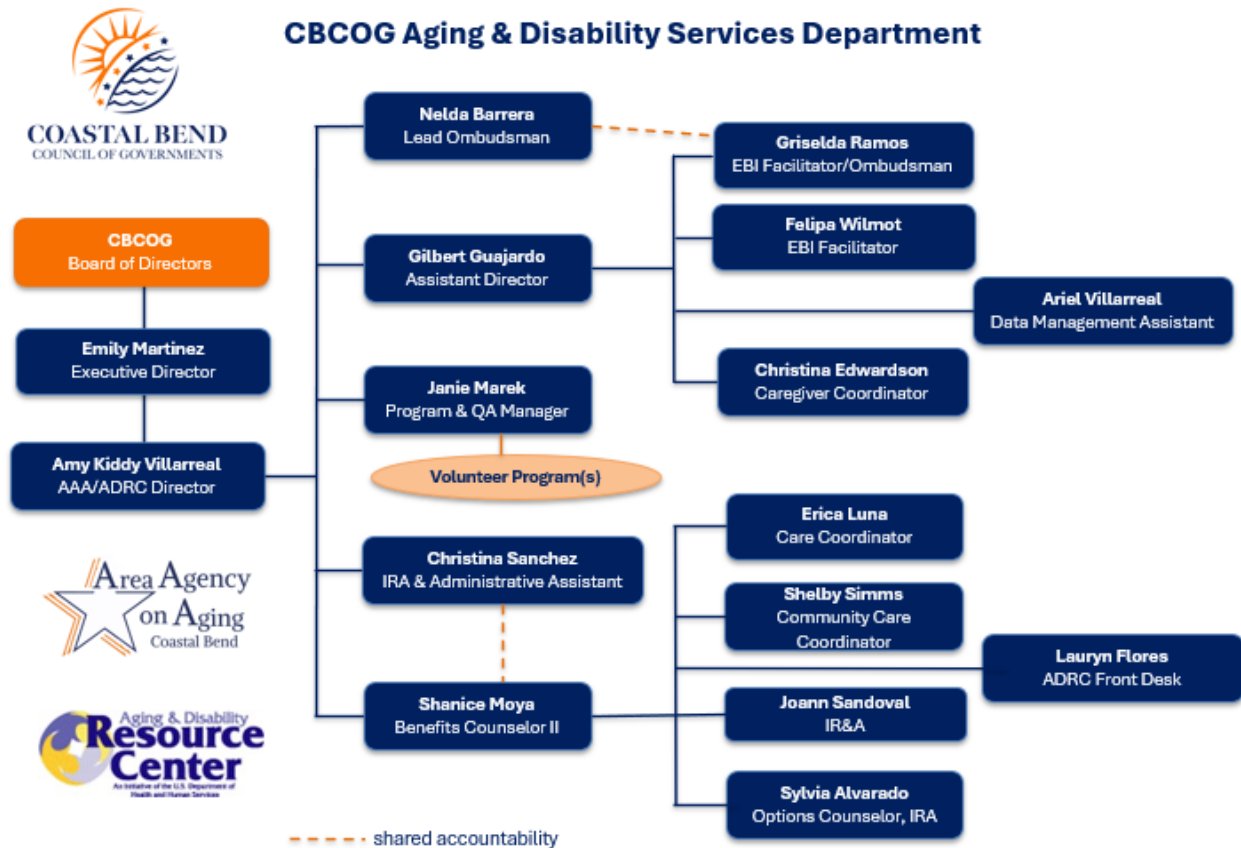


## STAFFING AND ORGANIZATIONAL CAPACITY

AAACB maintains a multidisciplinary staff structure designed to support effective planning, contract management, direct service delivery, monitoring, and community engagement. Staff responsibilities include, but are not limited to:

- Program planning and administration.
- Contract development, monitoring, and quality assurance.
- Information, Referral, and Assistance (IR&A)
- Benefits counseling and legal assistance coordination
- Care coordination and caregiver support.
- Ombudsman services and elder rights protection
- Data collection, reporting, and performance management
- Community outreach and education

Staffing capacity is supplemented through contracted providers, subrecipients, and trained volunteers to ensure service coverage across urban and rural areas of the PSA. We partner with AARP’s SCSEP program to provide work opportunities to seniors along-side trained volunteers. AAACB emphasizes cross-training, professional development, and compliance training to maintain service continuity and program integrity.



## ORGANIZATIONAL CHART

AAACB's organizational structure reflects a clear chain of accountability and functional alignment with Older American Act (OAA) core programs. The agency is led by the AAA/ADRC Director, who reports through the CBCOG executive structure. Team leads and program managers oversee service areas such as information, referral & assessment, nutrition services, care coordination, benefits counseling, caregiver services, residential repair, ombudsman, and ADRC coordination. Fiscal, data, and administrative support functions are integrated to ensure compliance, transparency, and efficient operations.

## PLANNING AND SERVICE AREA (PSA) SUMMARY

AAACB serves an eleven-county Planning and Service Area (PSA) consisting of Aransas, Bee, Brooks, Duval, Jim Wells, Kenedy, Kleberg, Live Oak, Nueces, Refugio, and San Patricio counties. The PSA encompasses more than 11,000 square miles and includes a mix of urban, suburban, and rural communities. Nueces County, which includes the city of Corpus Christi, is the most populous county, while several counties are sparsely populated and geographically isolated. This geographic diversity significantly influences service delivery, access to resources, and outreach strategies. AAACB's planning approach accounts for differences in population density, transportation availability, and local service capacity to ensure equitable access to services across the PSA.

In rural areas of the PSA, limited broadband availability creates barriers to accessing online benefits and information. For example, older adults who require assistance from a benefits counselor to navigate CMS resources may be unable to complete web-based activities reliably from their homes. In such cases, individuals may need to travel to an AAACB office or another location with dependable internet service. This requirement may pose a significant hardship for individuals who lack transportation, have disabilities, or have limited financial resources to pay for transportation. CBCOG in partnership with TARC are working with our local communities to expand broadband infrastructure to those in the most economic and social need.

## POPULATION TRENDS AND DEMOGRAPHIC CONSIDERATIONS

The Coastal Bend region has experienced modest population growth overall, with uneven trends across counties. While some counties have seen population increase, others have experienced declines, particularly in rural areas. The population aged 60 and over represents a significant and growing proportion of the region, with many older adults living on fixed incomes and facing increasing costs related to housing, health care, and basic needs.

Key demographic characteristics influencing service planning include:

- High rates of low income and economic insecurity among older adults
- A large and growing minority population, particularly Hispanic older adults.
- Rural residency and geographic isolation limiting access to services.
- Transportation barriers affecting access to health care and social engagement.

- Increasing prevalence of chronic conditions, functional limitations, and dementia
- Growing reliance on informal caregivers, many of whom experience caregiver burden.

These trends underscore the importance of targeting services to individuals with the greatest social and economic need and expanding home and community-based services that support aging in place. AAACB incorporates demographic analysis and service utilization data into planning efforts to anticipate future demand and prioritize resources effectively.

#### 25-year Population Projection 60+ year olds

County	2025 Pop 60+	2050 Pop 60+	Change	% Change
Aransas	10,503	12,123	+1,620	+15.4%
Bee	6,334	6,534	+200	+3.2%
Brooks	1,841	1,501	-340	-18.5%
Duval	2,978	2,170	-808	-27.1%
Jim Wells	9,648	9,301	-347	-3.6%
Kenedy	169	191	+22	+13.0%
Kleberg	6,084	4,618	-1,466	-24.1%
Live Oak	3,553	2,811	-742	-20.9%
Nueces	84,910	106,748	+21,838	+25.7%
Refugio	2,434	1,999	-435	-17.9%
San Patricio	16,437	17,690	+1,253	+7.6%
<b>TOTAL</b>	<b>144,891</b>	<b>165,686</b>	<b>+20,795</b>	<b>+14.4%</b>

Over the next 25 years, the PSA's 60+ population is projected to grow from 144,891 (2025) to 165,686 (2050), an increase of 20,795 (+14.4%). Growth is expected to be concentrated in Nueces County (+21,838; +25.7%), while most other counties show flat or declining 60+ populations—highlighting the need to plan for increased demand overall while tailoring strategies to county-level trends.

As the large Baby Boomer cohort continues to move into older age brackets, the region anticipates increased demand for community-based supports that help older adults maintain independence (e.g., nutrition, transportation, benefits counseling, caregiver supports, and in-home services). This growth occurs alongside ongoing shifts in household composition, with many older adults living alone or serving as caregivers for spouses, adult children, or grandchildren—factors that can increase risk for social isolation and caregiver strain.

### People 60+ years (low income)

County	Pop 60+	Pop 60+ in Poverty (count)	Pop 60+ in Poverty (%)
Aransas	8,855	984	11.1%
Bee	4,684	671	14.3%
Brooks	1,684	509	30.2%
Duval	2,135	283	13.3%
Jim Wells	8,296	1,040	12.5%
Kenedy	31	0	0.0%
Kleberg	5,118	885	17.3%
Live Oak	2,859	666	23.3%
Nueces	73,735	10,948	14.8%
Refugio	1,877	293	15.6%
San Patricio	14,647	1,847	12.6%

Across the PSA, Nueces County has the largest number of adults aged 60+ living in poverty (10,948), reflecting its substantially larger older-adult population. Poverty rates among adults age 60+ vary widely by county, with the highest rates in Brooks (30.2%) and Live Oak (23.3%), indicating elevated need in smaller, more rural communities.

The Coastal Bend includes both urbanized areas and large rural geographies. For older adults in rural communities, distance to services and limited transportation options can present significant barriers to accessing health care, nutrition sites, benefits, and other essential supports. Across the PSA, fixed incomes and the rising cost of housing, utilities, insurance, and food continue to impact older adults' financial stability, particularly those with the greatest economic and social need. Disability and chronic health conditions increase with age, and many older adults require support to manage activities of daily living, access preventive care, and remain safely housed in the community.

The region's location along the Gulf Coast also shapes the needs of older adults. Seasonal heat, severe weather, and hurricane-related events can disrupt access to medical care, medications, electricity-dependent equipment, food, and social support. These risks can be more acute for individuals who live alone, have mobility limitations, rely on caregiving support, or have limited resources to prepare for and recover from emergencies. As a result, emergency preparedness and continuity planning remain ongoing priorities for the aging services network.

Veterans aged 60 and over, as well as veterans' surviving spouses, represent an important population within the Coastal Bend. Many veterans are older adults with service-connected or age-related health conditions and may require coordinated access to benefits, health care, transportation, and long-term services and supports. Veterans' surviving spouses may

experience unique financial vulnerabilities, including reliance on survivor benefits and fixed incomes, and may face increased risk of isolation after the loss of a partner.

Across both groups, the AAA and partners emphasize coordinated referral pathways, benefits navigation, and connection to local, state, and federal resources to help ensure that eligible individuals receive the support available to them.

Key issues impacting older adults (60+), veterans, and veterans' surviving spouses in the Coastal Bend include:

- Access to affordable, accessible housing and the ability to age in place safely.
- Transportation barriers, especially in rural areas and for individuals with disabilities.
- Food insecurity and nutrition needs, including for homebound individuals.
- Growing caregiver needs, including respite and caregiver education/support.
- Chronic disease burden, disability, and the need for coordinated health and supportive services.
- Social isolation and the need for outreach and connection to community supports.
- Disaster preparedness and response needs for older adults and other vulnerable populations.
- Benefits navigation needs (Medicare/Medicaid, Social Security benefits, VA benefits, and survivor-related benefits).

## RESOURCES AND COMMUNITY PARTNERSHIPS

AAACB leverages a broad network of public and private resources to deliver and coordinate services across the PSA. As the local Aging & Disability Resource Center (ADRC), key partners include local governments, community action agencies, nonprofit organizations, health care providers, transportation entities, legal service providers, and faith-based organizations to streamline access to long-term services and supports.

AAACB strengthens service reach and caregiver supports through partnerships with Caregiver SOS/WellMed Charitable Foundation, which have contributed to growth in weekly caregiver participation. Ongoing collaboration with the City of Corpus Christi and Texas A&M University–Corpus Christi also supports expansion of aging services across the region, including increased access in rural communities to Evidence-Based Intervention (EBI) classes such as Tai Chi and A Matter of Balance. In December 2025, AAACB partnered with Esperanza de Tejas to host an all-ages diaper drive; donations were distributed to support families of young children through Esperanza de Tejas and to provide incontinence supplies to older adult clients.

Despite these resources, economic conditions vary widely across the PSA. Many older adults live on fixed incomes derived primarily from Social Security and limited retirement benefits, making them particularly vulnerable to rising costs for housing, utilities, food, and health care. Rural counties often have fewer service providers and

limited access to public transportation, increasing reliance on community-based and volunteer-supported services.

Through contracts, interlocal agreements, and collaborative initiatives, AAACB maximizes available funding and resources to expand service reach, avoids duplication, and strengthens system capacity.

### AGING ADVISORY COUNCIL COMPOSITION

The Advisory Council on Aging (ACOA) was established in accordance with the Older Americans Act and serves as a key mechanism for client input and community representation. Council membership reflects the geographic, economic, and cultural diversity of the PSA and includes:

- Older individuals, including those residing in rural areas.
- Low-income and minority older adults
- Family caregivers
- Service providers
- Community and business representatives
- Health and supportive services professionals

At least 50% of ACOA members are older individuals, and the council makes recommendations to AAACB and the CBCOG Board regarding planning priorities, service gaps, and program improvements. The council meets on the second Monday of every other month and plays an active role in ensuring programs remain responsive to community needs.

The AAA Advisory Council serves as a formal advisory body that provides input, recommendations, and community perspective to the AAA to strengthen planning, transparency, and accountability. The Council carries out this role through regular meetings and structured review processes, with recommendations documented (e.g., in minutes and written feedback) and communicated to AAA leadership for consideration and action. The Advisory Council's advising functions include the following:

- Area Plan development and administration provide input on goals, strategies, and service priorities; and advises on how planned activities address greatest economic and social need and priority populations.
- Public availability and transparency: Advises on methods to make the Area Plan and related information accessible to older adults, family caregivers, stakeholders, and the public, including plain-language communication and accessible formats when appropriate.
- Public hearings and public comment: Recommends outreach strategies, locations, and formats for public hearings and comment opportunities; helps identify key stakeholder groups to engage; and reviews themes from public input to inform plan revisions.

- Representation and advocacy: Represents the interests of older individuals and family caregivers by elevating lived experience and community-identified concerns; advises the AAA on emerging issues and service gaps; and supports culturally responsive engagement across the PSA.
- Review of policies, programs, and community actions: Reviews and comments on community policies, programs, and actions affecting older adults and caregivers to promote coordination and responsiveness; provide feedback on AAA contractor/provider performance trends (at a summary level) and opportunities for improvement.
- Ongoing feedback and follow-up: Tracks progress on prior recommendations, requests updates from AAA staff, and offers continuous input throughout the Area Plan cycle (not solely during plan development).

## STEWARDSHIP & OVERSIGHT

REFERENCE: [OAA OF 1965, AS AMENDED THROUGH P.L. 116-131 \(3/25/2020\)](#), & [45 CFR 1321.59](#)

AAACB maintains an agency-wide stewardship and oversight framework designed to ensure that all Older Americans Act (OAA)-funded activities are planned, implemented, monitored, and reported in alignment with OAA requirements and the principles emphasized by the Office of Area Agencies on Aging (OAA). This framework integrates program management practices with administrative controls so that funds are used for allowable purposes, services are delivered equitably and effectively, and performance outcomes are routinely reviewed to support continuous improvement.

- **Governance and accountability:** The AAA documents roles, responsibilities, and decision-making authority for OAA program administration (e.g., leadership oversight, program and fiscal separation of duties, and clear approval pathways). The AAACB’s governing body and advisory council engagement support transparency, responsiveness to community need, and alignment of planned activities with OAA priorities.
- **Policy and procedure alignment (operational):** The AAA maintains written policies and procedures that operationalize OAA requirements and guide consistent implementation across programs (e.g., eligibility, person-centered service delivery, priority populations, client rights, grievance/appeals, confidentiality, and records retention). Policies are reviewed on a scheduled basis and updated when federal/state guidance changes.
- **Fiscal stewardship and internal controls:** The AAA implements fiscal policies to promote sound management of OAA funds, including budgeting and budget-to-actual review, allowable cost controls, cost allocation methods, reconciliations, authorization and approval limits, cash management, and documentation standards.

Regular management review of expenditures and service units supports timely course correction.

- **Procurement, contracting, and provider oversight:** The AAA uses documented procurement and contract management practices to ensure fair competition, clear scopes of work, performance expectations, and compliance with all applicable requirements. Contracts include monitoring provisions, reporting requirements, and corrective action expectations when needed.
- **Data governance, reporting, and performance management:** The AAA maintains procedures for collecting, validating, and reporting program data (e.g., units of service, unduplicated individuals, demographics, priority population indicators, and outcomes). Routine data quality checks and trend analyses help confirm that services are delivered as intended and that reporting is accurate and timely.
- **Monitoring and compliance activities:** The AAA conducts risk-informed monitoring of contractors and direct service activities (as applicable) through desk reviews and/or onsite monitoring, including review of programmatic and fiscal documentation. Findings are documented, and corrective actions are tracked to completion to strengthen compliance and service quality.
- **Training and technical assistance:** The AAA provides and/or coordinates training for staff, contractors, and partners on key OAA program requirements and operational expectations (e.g., fiscal documentation, service delivery standards, reporting, confidentiality, conflict of interest, and nondiscrimination). Training is documented and refreshed as needed.
- **Communication and stakeholder engagement:** The AAA uses established communication channels to share program expectations, updates, and guidance with providers and partners, and to inform older adults, caregivers, and the public about available services and how to access them. Feedback mechanisms (e.g., advisory council input, public comment, and client feedback) are used to inform improvements.
- **Targeted activities and OAA principal alignment:** The AAA uses planning, contracting, and monitoring processes to align targeted initiatives with primary OAA principles (e.g., focusing on individuals with greatest economic and social need, supporting caregiver needs, promoting health and independence, and strengthening community-based supports). Implementation plans include clear objectives, timelines, responsible parties, and measurable outputs/outcomes.
- **Continuous improvement and risk management:** The AAA reviews performance, monitoring results, and community needs on an ongoing basis to identify risks, address service gaps, and improve program implementation. When issues are identified, the AAA documents corrective actions, revises procedures as appropriate, and monitors progress to sustain improvements.

## Key Topic Areas

**Reference:** 45 CFR 1321.65(b)(5), 45 CFR 1321.65(b)(2), & 45 CFR 1321.65(c)

### CORE PROGRAM AREA 1: SUPPORTIVE SERVICES

Supportive services are non-medical services that help older adults maintain independence, safety, and quality of life in the community and reduce the risk of unnecessary institutionalization. In the Coastal Bend PSA, AAACB delivers and coordinates supportive services through a mix of direct services and contracted providers to address functional needs, access barriers, and social determinants of health. AAACB emphasizes person-centered intake and assessment, timely referral and follow-up, and coordinated partnerships to ensure services are accessible and responsive in both rural and urban communities.

Targeting strategies are integrated into AAA workflows to prioritize individuals with the greatest economic and social need, and service data are reviewed to support equitable reach across the PSA. Assessments are provided via phone, in-office, and via home visit with an AAACB team member. Care Coordinators work with our contracted service providers to find care best suited for our clients' needs.

#### Supportive Services

1. **Information and Assistance** through the ADRC (including options counseling and referral) and AAA as both provide information, referral and assistance.
2. Person-centered **assessment, care coordination, and follow-up**
3. **Transportation** assistance to access medical care, nutrition sites, and essential errands (as available through providers/partners)
4. In-home supports and chore services to help with **basic household tasks** (as available through providers/partners)
5. **Minor home modifications and home safety supports** to reduce fall risk and improve accessibility (as available through partners)
6. **Benefits navigation** and connection to public benefits and local assistance (e.g., Medicare/Medicaid-related supports and other community resources)
7. Linkage **to durable medical equipment and incontinence supplies** through community resources (e.g., Hope's Closet, as applicable)
8. **Care transition referrals** and coordination with hospitals and community partners to support safe discharge and ongoing support.

## CORE PROGRAM AREA 2: NUTRITION SERVICES

Nutrition services reduce hunger and food insecurity, promote socialization, and support health by providing meals that meet applicable nutrition standards and by offering nutrition screening, education, and referral as appropriate. AAACB ensures that nutrition services are accessible across the eleven-county PSA through a coordinated network of congregate meal sites and home-delivery routes, with targeting and outreach focused on older adults with the greatest economic and social need, those who are homebound, and those at elevated risk of malnutrition.

- **Congregate Meals:** AAACB supports congregate meal service in accessible community settings (e.g., senior centers and partner sites) to provide nutritious meals alongside opportunities for social connection, wellness activities, and access to supportive services (e.g., benefits counseling referrals and health promotion programming). Sites are promoted as community hubs to reduce isolation and increase early identification of unmet needs.
- **Grab & Go Meals:** AAACB offers Grab & Go meals as a complementary access option for older adults who face barriers to staying for onsite dining (e.g., work/volunteer schedules, caregiving responsibilities, transportation timing, mobility limitations, or health-related concerns). Grab & Go is structured to enhance—rather than replace—congregate programming by maintaining regular onsite dining schedules and by using Grab & Go distribution to connect participants to the same site-based supports (e.g., scheduling periodic onsite engagement days, distributing event calendars, and screening/referral prompts at pickup).
- **Home Delivered Meals:** AAACB coordinates home delivered meals for eligible homebound older adults who are unable to attend a congregate site, prepare meals and lack adequate support. Home delivery is paired, as feasible, with wellness checks, nutrition risk screening, and referral to supportive services to address safety, benefits, and caregiver needs.

### Grab & Go Meals – Required Assurances

1. **Enhance (not diminish) congregate meals:** AAACB will maintain congregate site schedules, staffing, and planned activities while adding Grab & Go as an access option. Grab & Go pickups will be integrated with outreach and invitations to onsite dining and programming (e.g., wellness classes, Evidence-Based workshops, and special events), with the intent of expanding overall participation and keeping congregate sites functioning as community hubs.
2. **Monitor impact on congregate meals:** AAACB will monitor participation trends by site and service type (onsite dine-in vs. Grab & Go) and will review (1) unduplicated participant counts, (2) meals served by modality, (3) onsite attendance in relation to Grab & Go volume, and (4) participant feedback. AAACB will use contract reporting and routine performance reviews to identify any unintended decline in onsite dining and will implement corrective actions (e.g., modified pickup hours, strengthened onsite engagement strategies, or targeted outreach) as needed.

3. **Reach older adults in GEN and GSN:** Grab & Go will be targeted to older adults in greatest economic need and greatest social need by prioritizing outreach in low-income neighborhoods and rural areas; partnering with community action agencies, housing authorities, faith-based partners, and health clinics; offering bilingual communication and accessible pickup options; and screening for nutrition risk, food insecurity, and social isolation during enrollment and periodic reassessment.
4. **Consultation and public input:** AAACB will document consultation regarding need for and provision of Grab & Go meals through engagement with nutrition experts (e.g., registered dietitians supporting menu planning and nutrition education), nutrition providers and site operators, collaborative partners (e.g., ADRC/HCBS providers, health systems, and community-based organizations), and the public (e.g., Advisory Council on Aging input and public comment activities). Feedback will be summarized and used to refine service design, site selection, and outreach strategies.
5. **Practices to address hunger, food insecurity, malnutrition, and social isolation:** AAACB will implement nutrition risk screening and referral pathways; coordinate with food assistance resources (e.g., SNAP outreach, food pantries, commodity programs); integrate Evidence-Based health and nutrition education where feasible; and use meal services as touchpoints for social connection (e.g., onsite activities, periodic check-in calls for homebound participants, and referrals to friendly visitor/telephone reassurance or similar programs through local partners).

### CORE PROGRAM AREA 3: EVIDENCE-BASED DISEASE PREVENTION & HEALTH PROMOTION SERVICES

Evidence-Based Disease Prevention and Health Promotion Services (Evidenced-Based Interventions -EBI) are structured programs proven through research to improve physical, cognitive, and social health outcomes by reducing falls, supporting chronic disease self-management, and strengthening well-being among older adults. AAACB coordinates delivery of Evidence-Based interventions across the PSA in partnership with qualified providers and community sites, such as congregate nutrition centers, with emphasis on reaching underserved communities and reducing disparities in preventable health risks. AAACB prioritizes workshops and outreach that address local needs such as chronic disease burden, fall risk, caregiver stress, and social isolation, and integrates referral pathways from nutrition sites, care coordination, and community partners to increase participation among older adults with the greatest economic and social need. Highly skilled facilitators provide the following EBI courses throughout the Coastal Bend.

- MATTER OF BALANCE
- BINGOCIZE
- TAI-CHI FOR ARTHRITIS
- DIGITAL LITERACY

### CORE PROGRAM AREA 4: FAMILY CAREGIVER SUPPORT SERVICES

Family Caregiver Support Services strengthen the ability of informal caregivers to continue providing care while maintaining their own health, economic stability, and well-being. AAACB supports caregivers through information and assistance, caregiver assessment and care planning, education and training, respite support groups (as funded/available), and referrals to community

resources and benefits. AAACB will enhance caregiver services across the PSA by expanding caregiver education options (including Evidence-Based caregiver interventions where available), strengthening dementia-capable supports and referral pathways, increasing awareness of respite and supplemental services, and using ADRC and care coordination workflows to identify caregiver needs earlier—particularly for caregivers experiencing high burden, limited resources, rural isolation, or limited English proficiency.

### CORE PROGRAM AREA 5: LEGAL ASSISTANCE

Legal Assistance helps older adults protect rights, maintain stability, and resolve legal issues that can threaten health and independence (e.g., benefits access, housing stability, client issues, advance planning, and protection from abuse/exploitation). AAACB coordinates legal services through contracted legal providers and referral partnerships, supports legal awareness activities, and integrates legal referrals into ADRC and case coordination workflows. Targeting strategies focus on older adults with the greatest economic and social need, including those who are low-income, live alone, are rural or socially isolated, or have limited access to legal resources.

### CORE PROGRAM AREA 6: OMBUDSMAN SERVICES

Ombudsman Services protect the health, safety, welfare, and rights of residents in long-term care facilities through resident advocacy, complaint investigation and resolution, information and consultation, and systems-level problem identification. AAACB administers the Long-Term Care Ombudsman Program in alignment with state requirements, ensuring that residents and families have access to an independent advocate and that issues related to quality of care and quality of life are addressed. AAACB conducts outreach and education to residents, families, facilities, and community partners and uses trend data to inform training, systemic improvement, and coordination with protective and regulatory partners as appropriate.

## GREATEST ECONOMIC NEED (GEN)

### Operational Definition, PSA Conditions, and Prioritization Strategies

Operational definition: For planning, outreach, and service prioritization, AAACB defines Greatest Economic Need (GEN) as older adults (age 60+) and family caregivers who have income at or below 150% of the Federal Poverty Level (FPL) or who otherwise demonstrate significant financial hardship that limits the ability to meet basic needs (e.g., food, housing, utilities, transportation, or health-related expenses). When income documentation is not feasible, AAACB may use self-attestation and/or participation in means-tested benefits (e.g., SNAP/Medicaid) as indicators, consistent with program rules.

**GEN in the Coastal Bend PSA: Across the eleven-county PSA, many older adults live on fixed incomes and are vulnerable to rising costs for housing, utilities, food, and health care. Economic vulnerability is often compounded by rural geography, limited transportation options, limited job opportunities, sudden loss of income, lack of or reduction in benefits, and limited access to service providers in smaller counties.**

**Targeted intake and screening:** Incorporate income and benefits-screening questions into AAA/ADRC intake, care coordination, and nutrition enrollment to identify individuals in GEN and support effective service prioritization and referral.

**Service prioritization:** When resources are limited, prioritize services to individuals in GEN consistent with program requirements while matching service intensity to level of need (e.g., home delivered meals for homebound, low-income individuals; respite services allowing caregiver to continue employment/ providing personal assistance to those whose insurance does not provide needed assistance or unable to afford services, transportation supports for critical access).

**Benefits navigation:** Assess eligibility, assist with application, increase coordination efforts for benefits that improve economic stability (e.g., SNAP outreach, Medicare Savings Programs, Extra Help (LIS), Medicaid, and other local assistance) through referrals and partner coordination.

- **Partnership-based outreach:** Conduct outreach through community action agencies, housing authorities, clinics, local stakeholders/ congregate nutrition sites, social service agencies, local shelters, and faith-based/community partners serving low-income communities.
- **Data monitoring for equity:** Review service data (units, unduplicated counts, demographics, rural reach) to assess whether GEN populations are being reached; detect gaps and use findings to adjust outreach, site placement, and contractor expectations.

## GREATEST SOCIAL NEED (GSN):

### Operational Definition, PSA Conditions, and Prioritization Strategies

Operational definition: AAACB defines Greatest Social Need (GSN) as older adults (age 60+) and family caregivers who have social conditions that place them at elevated risk of isolation, neglect, or inability to perform daily activities, including (as applicable) living alone, limited social supports, limited English proficiency, rural or geographic isolation, transportation barriers, caregiving burden, cognitive impairment, disability/functional limitations, or risk of abuse, neglect, or exploitation.

**GSN in the Coastal Bend PSA:** The PSA's mix of urban and large rural geographies contributes to social isolation risk for older adults who live alone, have limited transportation, or reside far from service hubs. The region's cultural and linguistic diversity (including a large Hispanic population) and the presence of older adults with chronic conditions or dementia also increases the need for culturally responsive, dementia-capable, and accessible supports.

- **Isolation-risk identification:** Screen for living situation, physical, cognitive or mental health challenges, transportation barriers, caregiver strain, reduced participation in work, social, and community activities, and social supports during intake and reassessment; flag high-risk individuals for follow-up.
- **Accessible communication:** Provide plain-language materials, bilingual capacity where feasible, available in digital format, and warm handoffs to trusted community partners.
- **Community-anchored service touchpoints:** Use congregate nutrition sites, outreach events, and partner locations as hubs to connect older adults to multiple services (e.g., benefits counseling, EBDPP workshops, caregiver resources).

- **Rural outreach and coordination:** Coordinate with rural partners to reduce fragmentation, duplication, and access barriers (e.g., shared outreach calendars, coordinated transportation options, and localized distribution points). Education
- **Elder rights and safety linkages:** Maintain referral pathways to protective services, ombudsman, and legal resources for individuals at risk of abuse, neglect, or exploitation while safeguarding the older adults' autonomy, dignity and physical safety.

### **Collaborative Efforts with Home and Community-Based Services (HCBS) within the PSA**

AAACB collaborates with HCBS providers and partner systems to strengthen coordinated, community-based supports that promotes aging in place. Collaboration occurs through the ADRC's coordinated access functions; shared referral and care transition pathways with hospitals, clinics, and community partners; coordinated outreach with local nonprofits and public entities; and ongoing provider engagement to identify service gaps, strengthen capacity, and reduce duplication. AAACB uses contract management, partner meetings, and data review to support consistent service standards and to improve cross-program coordination among nutrition, transportation, caregiver support, care coordination, legal services, and other HCBS resources available in the PSA.

### **Strategies to Serve Older Adults with Physical and Mental Health Conditions**

- **Person-centered assessment and care planning:** Identify functional limitations, health-related risks, medication/medical equipment needs, fall risk, and caregiver capacity; develop service plans and referrals accordingly.
- **Evidence-Based interventions and prevention:** Promote participation in Evidence-Based programs (e.g., chronic disease self-management, fall prevention, and wellness education) to improve self-efficacy and reduce preventable risks.
- **Nutrition and wellness integration:** Use nutrition services as a platform to identify malnutrition risk and to connect participants to appropriate supports and education.
- **Dementia-capable and behavioral health supports:** Strengthen referral pathways for individuals with cognitive impairment, depression, anxiety, substance use concerns, or serious mental illness by coordinating with local behavioral health providers and community partners; provide caregiver education and support for dementia caregiving where available.
- **Care transitions and coordination:** Coordinate with hospitals, clinics, and HCBS providers to support safe transitions (e.g., referral for meals, transportation, caregiver supports, and benefits counseling after discharge).
- **Accessibility and accommodation:** Promote accessible service delivery (e.g., home delivered meals for eligible homebound individuals, accessible transportation options when available, and communication accommodations such as large print and bilingual assistance where feasible).
- **Safety and crisis linkages:** Maintain clear protocols for identifying and referring urgent concerns (e.g., suspected abuse/neglect, unsafe living conditions, acute food insecurity) to appropriate partners and protective resources.

# NEEDS ASSESSMENT ACTIVITIES

REFERENCE: [45 CFR 1321.65\(B\)\(3\)](#) & [45 CFR 1321.65\(c\)](#)

AAACB used the 2024–2025 *Aging Texas Well (ATW) Strategic Plan* as a primary framework to guide preparation for Area Plan development and to establish priorities for the Coastal Bend PSA. AAACB combined ATW’s statewide priority themes with local demographic and service data, stakeholder engagement, and prior Area Plan performance to identify population trends, assess current impact on individuals served, and determine where programs, policies, and resources can be adjusted to better meet locally identified needs—particularly for individuals with Greatest Economic Need (GEN) and Greatest Social Need (GSN).

## 1. ASSESSMENT OF PREPARATION TO COMPLETE THE AREA PLAN

AAACB reviewed the 2024–2025 *Aging Texas Well* priorities as a statewide pathway and compared them to the Older Americans Act core programs delivered in the Coastal Bend. This ensured that local planning priorities and strategies align with statewide direction while remaining responsive to PSA-specific conditions.

- a. Identify population trends and issues impacting older adults in the PSA - AAACB reviewed demographic trends (growth in the 60+ population, increased longevity, rural/urban distribution), household composition (living alone, caregiver households), and risk factors affecting independence (chronic disease, disability, dementia, social isolation, transportation barriers, economic insecurity, and disaster vulnerability). Findings were synthesized with ATW themes to anticipate future service demand and inform targeting strategies for GEN/GSN.
- b. Analyze current impact on individuals served during the last Area Plan cycle - AAACB assessed prior-cycle service reach and patterns using program data (unduplicated individuals served, units of service, geographic distribution by county/route/site, ADRC/IR&A request trends, and contractor reporting). AAACB also reviewed service access indicators such as waitlists, timeliness of referrals/follow-up, and participant feedback received through partners and routine operations and client surveys.
- c. Analyze program/service/policy improvements and resource adjustments - AAACB evaluated where operational changes could improve access and outcomes, including (as applicable) strengthening person-centered intake and reassessment, refining referral pathways and care transition coordination, adjusting outreach methods for rural and underserved communities, improving contractor performance expectations and monitoring, and aligning resources toward high-need geographies and populations identified through the assessment.

## 2. NEEDS ASSESSMENT ACTIVITIES AND PROCESS TO ESTABLISH PRIORITIES

Review statewide priorities and focus areas (ATW): AAACB reviewed ATW focus areas and 2024–2025 priorities affecting older adults, caregivers, and aging services providers to understand statewide trends shaping local demand (e.g., aging in place, caregiver strain, social isolation, and access barriers).

1. Analyze local PSA conditions and population trends: AAACB examined demographic and geographic conditions across the eleven-county PSA (urban/rural mix, transportation barriers, disaster risk, economic vulnerability) using available secondary data sources (e.g., Census/ACS, public health indicators, and partner-shared community needs data).
2. Assess current service delivery and performance (prior-cycle review): AAACB reviewed service utilization, contractor reporting, ADRC/IR&A trends, and unit/expenditure patterns from the prior Area Plan cycle to identify where demand is increasing, where access is constrained, and which approaches are most effective.
3. Engage stakeholders and clients: AAACB incorporated input from the Advisory Council on Aging, providers, community partners, and public comment activities. Engagement emphasized barriers to access, unmet needs, and recommended improvements across core OAA services and related community supports.
4. Assess service gaps and equity considerations: AAACB compared ATW priorities to local conditions and prior-cycle performance to identify gaps affecting individuals with GEN/GSN (e.g., rural isolation, limited transportation, caregiver burden, language/access barriers, home safety needs, and risks linked to chronic conditions and disaster events).
5. Prioritize needs using shared criteria: AAACB prioritized needs using feasibility, urgency, and anticipated impact, with added emphasis on equity (reach to GEN/GSN), geographic coverage, and the availability of capable providers/partners.
6. Develop a comprehensive, coordinated plan: AAACB translated priority needs into goals, objectives, and strategies across core program areas (supportive services, nutrition, Evidence-Based health promotion, caregiver services, legal services, and ombudsman). AAACB also identified cross-cutting coordination actions (e.g., ADRC workflow improvements, partnership development, and referral pathway strengthening) to reduce duplication and improve system navigation.
7. Document alignment and continuous improvement: AAACB documented how priorities and strategies align with ATW and OAA planning requirements and will continue to use performance monitoring, partner feedback, and changing PSA conditions to refine strategies through the amendment process as needed.

### 3. TOP NEEDS / FINDINGS AND CONSTRAINTS

From these activities, AAACB identified the following priority needs for the Coastal Bend PSA. These findings reflect both local data and stakeholder input and align with statewide themes reflected in the 2024–2025 *Aging Texas Well* Strategic Plan.

- Access to services that support aging in place: Continued need for home and community-based supports (e.g., care coordination, in-home assistance where available, home safety supports (home modifications), and benefits navigation) to help older adults remain safe in their homes and reduce avoidable institutionalization.

- Transportation barriers—especially in rural areas: Distance, limited transportation options, and provider capacity constraints continue to affect access to nutrition sites, medical care, benefits assistance, and other supportive services.
- Food insecurity, malnutrition risk, and the need for nutrition access options: Ongoing demand for congregate and home-delivered meals, with continued emphasis on reaching homebound older adults and those experiencing economic insecurity.
- Caregiver burden and need for caregiver supports: Increased caregiver strain and need for education, navigation, respite options (as funded/available), and dementia-capable supports.
- Social isolation and need for connection points: Need to strengthen outreach, social engagement opportunities, and referral pathways that reduce isolation—particularly for older adults living alone or in geographically isolated communities.
- Health and safety risks related to chronic disease, disability, and cognitive impairment: Continued need for Evidence-Based health promotion, fall prevention, and coordinated referrals that support older adults managing chronic conditions and functional limitations.
- Disaster preparedness and continuity needs: The Gulf Coast environment (hurricanes, extreme heat, flooding) increases risk for service disruption and highlights the need for coordinated preparedness planning, communication, and continuity of essential supports.

## CONSTRAINTS LIMITING THE AAA'S ABILITY TO ADDRESS IDENTIFIED NEEDS

Throughout the planning process the following constraints were found.

- Funding levels relative to demand: OAA and other aging-services funds do not scale at the same rate as growth in the older adult population and rising costs, requiring prioritization and targeting when resources are limited.
- Provider capacity and workforce constraints: Rural service delivery and specialized supports (e.g., in-home services, transportation, bilingual staffing, dementia-capable services) can be limited by workforce availability and provider infrastructure across the PSA.
- Geographic distance and transportation infrastructure: Large service areas and limited public transportation increase delivery costs, travel time, and operational complexity for both providers and clients.
- Housing and cost-of-living pressures outside AAA control: Rising housing and utility costs, limited accessible housing stock, and broader economic conditions can increase need faster than community resources can expand.

- Disaster and emergency disruptions: Severe weather events can interrupt services (meal delivery, transportation, in-home supports) and require surge planning and coordination with emergency management partners.
- Data limitations and time lag in secondary sources: Some local indicators are updated infrequently, and rural data can be sparse, requiring AAACB to combine multiple sources and stakeholder input to identify emerging issue.

# GOALS, OBJECTIVES, STRATEGIES, AND OUTCOMES

REFERENCE: 45 CFR 1321.65(E)

Locally determined goals aligned with needs assessment findings and state goals include:

- Strengthen access to home and community-based supports that enable older adults to age safely in place, including care coordination, in-home supports where available, home safety modifications, and benefits navigation.
- Reduce transportation-related barriers to services, especially in rural communities by strengthening coordination with providers/partners and improving access to essential trips (medical, nutrition, and benefits-related).
- Address food insecurity and malnutrition risk by sustaining and expanding access to nutrition services (congregate and home-delivered meals) and related nutrition education, screening, and referral.
- Strengthening caregiver supports to reduce caregiver burden through education, navigation, respite options as available, and dementia-capable resources and referral pathways.
- Reduce social isolation by increasing outreach, strengthening community connection points, and improving cross-referral among AAACB programs and partners.
- Promote health, safety, and independence by expanding access to Evidence-Based health promotion and fall prevention programs and strengthening coordination for older adults living with chronic conditions, disability, or cognitive impairment.
- Enhance emergency preparedness and continuity planning to reduce service disruptions and support older adults and caregivers during hurricanes, extreme heat, flooding, and other emergencies.
- Strengthen ADRC integration and coordinated system navigation to reduce duplication, improve referrals and follow-up, and better reach individuals with Greatest Economic Need (GEN) and Greatest Social Need (GSN).
- Improve system sustainability and capacity by using data-driven decision-making, strengthening provider capacity and quality improvement, and supporting workforce development within the Aging Network.
- Explore and implement service delivery innovations (including technology-enabled approaches) that reduce access barriers, improve coordination, and support engagement for older adults and caregivers.

## Long-Range Planning

AAACB engages in long-range planning to ensure the Aging Network remains responsive, sustainable, and aligned with the evolving needs of older adults and caregivers in the Coastal Bend region. Grounded in its aspirational vision, community-focused partnerships, and compliance-oriented stewardship, AAACB's long-range planning approach emphasizes preparation for demographic change, system sustainability, and future service delivery that supports aging in place, equity, and quality outcomes.

## **Preparing for Population Growth and Demographic Change**

AAACB recognizes that demographic shifts, including an increasing proportion of individuals age 60 and over, longer life expectancy, and changing caregiver dynamics, will place greater demands on aging services over time. While population growth across the PSA is uneven, the absolute number of older adults, particularly those age 85 and over, is expected to increase, resulting in higher demand for nutrition services, caregiver support, home and community-based services, transportation, and dementia-related supports.

To prepare for these changes, AAACB incorporates population and service utilization trends into planning activities, needs assessments, and resource allocation decisions. Long-range planning efforts prioritize flexibility and scalability in service delivery models, with particular attention to rural areas, minority populations, and individuals with the greatest social and economic need. AAACB also anticipates increased demand for culturally responsive services, bilingual outreach, and caregiver education as community demographics continue to evolve.

## **Sustainability Planning and System Capacity**

AAACB's long-range planning includes a strong focus on sustainability to ensure continuity of services in the face of funding constraints, workforce challenges, and increasing demand. Sustainability strategies emphasize efficient use of resources, diversification of partnerships, and strengthening Aging Network capacity rather than reliance on short-term solutions.

Key sustainability planning efforts include:

- Strengthening fiscal stewardship and cost-effective service models
- Enhancing provider capacity through technical assistance, training, and quality improvement support
- Leveraging interagency collaboration and community partnerships to maximize resources and reduce duplication.
- Incorporating data-driven decision-making to guide investments and identify high-impact services.
- Supporting workforce development and succession planning within the Aging Network

Through these efforts, AAACB seeks to maintain a stable, resilient service system capable of adapting to future challenges while preserving program integrity and accountability.

## **Future Service Delivery and Innovation**

AAACB's aspirational planning framework supports continuous evolution of service delivery to meet emerging needs and align with state and federal priorities. Future service delivery planning emphasizes person-centered, community-based approaches that promote independence, prevent unnecessary institutionalization, and support caregivers. Long-range service delivery priorities include:

- Expanding and strengthening home and community-based services (HCBS) to support aging in place

- Enhancing care coordination and integration with the Aging and Disability Resource Center (ADRC)
- Increasing access to Evidence-Based health promotion and fall prevention programs.
- Strengthening dementia-capable services and caregiver education and respite supports
- Exploring technology-enabled solutions to address social isolation, access barriers, and service coordination

AAACB will continue to assess service effectiveness and community impact, using performance data and stakeholder input to guide program adjustments and innovation.

### **Alignment with Mission, Vision, and Compliance Responsibilities**

AAACB's long-range planning reflects a balanced approach that integrates aspirational goals with operational realism and regulatory compliance. Planning efforts are guided by the agency's mission to promote dignity, independence, and informed choice; its vision of a coordinated, person-centered Aging Network; and its responsibility to comply with the Older Americans Act and HHSC requirements.

Through structured planning, stakeholder engagement, and continuous improvement, AAACB remains committed to anticipating future needs, strengthening system capacity, and delivering high-quality services that support older adults and caregivers across the Coastal Bend region—today and into the future.

## APPENDIX A – EMERGENCY PREPAREDNESS

AAACB will coordinate with the Texas Health and Human Services Commission (HHSC), local and state emergency management offices, the Federal Emergency Management Agency (FEMA), and community response partners (e.g., American Red Cross, Salvation Army, faith-based coalitions, local law enforcement, health departments, subcontractors, and Community Organizations Active in Disaster (COAD) to support emergency planning and continuity activities that address the needs of older adults and adults with disabilities before, during, and after emergency events.

AAACB staff participate in annual emergency preparedness training, including a two-day hurricane conference, to strengthen readiness, response coordination, and recovery planning. The AAACB incorporates lessons learned from prior events impacting the Coastal Bend region (e.g., Hurricane Harvey, COVID-19, and the Texas winter storm) and follows applicable local, state, and federal guidance for emerging and unforeseen disasters.

Emergency preparedness and response activities include, but are not limited to, the following:

- Coordinate activities under the direction of the appointed COG emergency management coordinator.
- Participate in planning and coordination activities with COAD (formerly VOAD) and other local disaster, recovery, or unmet-needs committees that include human services agencies and community/faith-based partners.
- Coordinate with and encourage local contractors and subcontractors to identify older adults and adults with disabilities who may be at increased risk and to promote enrollment in the State of Texas Emergency Assistance Registry (STEAR) through 2-1-1.
- On an ongoing basis, promote STEAR enrollment through 2-1-1 and encourage personal emergency planning through the AAACB’s regional network of agencies, partners, and contacts.
- When feasible prior to an emergency event (e.g., hurricane evacuation period), AAACB staff will contact active homebound AAACB clients served through in-house programs to confirm the presence of an emergency plan; when an emergency plan is not in place, staff will coordinate follow-up with the individual’s home health agency and/or local emergency officials, as appropriate.
- Provide information to HHSC regarding the impact of emergencies on older adults and adults with disabilities in the Coastal Bend region.
- Provide authorized Older Americans Act services and, when available, pursue disaster relief funding to support emergency-related needs (e.g., minor residential repairs, debris removal, relocation assistance, and benefits counseling/advocacy related to FEMA applications, forms, and appeals), subject to staff capacity and funding availability.
- For public health emergencies and other emerging events (e.g., COVID-19), seek and deploy resources to support continuity of essential services, including mitigation

supplies (e.g., PPE), health and safety information, and assistance with basic needs (food, rent, utilities) and application support for available benefits (e.g., SNAP and unemployment), as applicable and as resources allow.

- Participate in local emergency management and coordination meetings (e.g., COAD and Coastal Bend Emergency Management Association (CBEMA)) to support social service coordination in recovery operations, including establishment and support of local unmet-needs committees.
- Coordinate with 2-1-1 Texas to update available resources for older adults and adults with disabilities during and after emergencies and communicate the role of the AAA in supporting disaster-related needs.
- Conduct targeted outreach to encourage disaster survivors who are older adults or adults with disabilities to apply for assistance at FEMA Disaster Assistance Centers (DACs) when established.
- Provide AAA service information at DACs, including brochures and contact information, and establish an AAA information table when feasible.
- AAACB benefits counselors, care coordinators/options counselors, IR&A specialists, and housing navigation staff may assist as advocates for older adults and adults with disabilities in the disaster application process, including follow-up to help ensure eligible individuals receive approved assistance and to provide information on fraud prevention and contractor scam awareness.
- Maintain emergency supply kits for AAACB offices, including basic emergency supplies and, as applicable, public health mitigation supplies (e.g., PPE, hand sanitizer, and disinfectant wipes/spray).

AAACB will make every reasonable effort, within operational constraints and consistent with direction from local government and emergency management agencies, to re-establish core operations and service delivery within twenty-four (24) hours following an unplanned disaster. Potential disruptions may include, but are not limited to, loss of electricity, lack of facility access, staff unavailability, equipment loss, telecommunications outages, travel restrictions due to debris or downed lines, and local curfew requirements.

As part of regional emergency management coordination, the AAACB will work with local officials to obtain timely situational updates to support decisions regarding restoration of functions, service reactivation timelines, and recovery operations. When needed, an alternate recovery site will be identified based on available resources at the time, with the goal of maintaining general proximity within the Coastal Bend region.

When systems are restored, data will be accessed from established backups to support continuity of day-to-day services and disaster-related information and referral. During initial restoration, services may be provided at a minimum staffing level (e.g., one to two staff members) until additional staff capacity becomes available. The AAACB maintains consumer contact information, including alternate contact numbers when available, to support communication with clients as conditions allow.

If electronic systems are unavailable, the AAACB will maintain a paper-based tracking process to document consumer contacts, required intake information, and assessments when applicable. Information collected during downtime will be reconciled upon system restoration to support required reporting to HHSC and to meet applicable performance measures. In addition, the AAACB may maintain a disaster-specific tracking spreadsheet for continuity operations and will provide periodic status updates to HHSC, including through scheduled calls when feasible.

AAACB will participate, as required by HHSC, in enterprise-wide testing of disaster recovery and continuity processes at a frequency established by HHSC.

## APPENDIX B – PUBLIC COMMENT ACTIVITIES

During the **30-day public comment period Friday, April 17,2026 through Friday May 22, 2026**, the Plan was posted on the Coastal Bend Council of Governments (CBCOG) website and on the state-required public notice sites listed below.

APPENDIX C – CBCOG BOARD OF DIRECTORS & ACOA COMMITTEE MEMBERS

2026 CBCOG Area Council on Aging (ACOA)

Name	Occupation or Organization or Affiliation	County of Residence	Member Since	Current Office Term
Vacant		Aransas		
Vacant		Aransas		
Vacant		Bee		
Victor Salazar	Retired	Bee	2016	2026
Vacant		Bee		
Vacant		Duval		
Adriana Benavides		Duval	2020	2030
Vacant		Jim Wells		
Vacant		Jim Wells		
Vacant		Jim Wells		
Vacant		Jim Wells		
Vacant		Kenedy/Kleberg		
Norma Alvarez	Retired	Kenedy/Kleberg	2024	2029
Manual Salazar	Retired	Kenedy/Kleberg	2021	2026
Vacant		Live Oak		
Misty Skrobarcek		Refugio	2021	2026
Vacant		San Patricio		
Vacant		San Patricio		
Gloria Cureton	Retired	San Patricio	2018	2028
Johnny Segovia		San Patricio	2021	2026
Vacant		Nueces		
Vacant		Nueces		
Vacant		Nueces		
Vacant		Nueces		
Vacant		Nueces		
Vacant		Nueces		
Vacant		Nueces		
Kailey “Kat” Akin	Villa South Assisted Living	Nueces	2024	2029
Richard Alonzo	Alameda Oaks	Nueces	2020	2030
Deborah A. Gagnon	Retired	Nueces	2021	2023
Inez C. Garcia	Retired	Nueces	2015	2025
Xavier Gonzalez	Texas A&M Corpus Christi	Nueces	2019	2029
Nneka N Gutierrez	Harmony Cares Medical Group	Nueces	2024	2029
Ja’Neen Hight	Mir Senior Management	Nueces	2024	2029
Judy Lapointe	Corpus Christi	Nueces	2022	2027
Jesus A. Leija	Leija Architects	Nueces	2018	2028
Merced A Pena	Retired	Nueces	2020	2030
Diana Reyes	Retired	Nueces	2020	
Angel Santiago	Retired	Nueces	2024	2029
John Villarreal	American Medical	Nueces	2019	2029
Julie Smith	Superior	Nueces	2024	2029
Ruben Saenz	Retired	Rural Nueces	2018	2028
Jaime Cantu	Coastal Plains Ctr	TSHL	2024	

**CBCOG BOARD OF DIRECTOR & ASSOCIATE MEMBERS**

	<b>NAME</b>	<b>TITLE</b>	<b>CITY</b>	<b>COUNTY</b>
1	Adame, Pedro Oscar	Mayor	Ingleside	San Patricio
2	Alaniz, Marcos	District Manager, Nueces County Water Control and Improvement District 3	Associate Member	
3	Alvarez, Norma Nelda	City Commissioner	Kingsville	Kleberg
4	Arciniega, Sam	Superintendent, Nueces County Drainage District 2	Associate Member	
5	Ard-Blattner, Kathy	Emergency Management Coordinator		Nueces
6	Bailey, Rosaura	Director of Community Relations, Port of Corpus Christi Authority	Associate Member	
7	Barrera, Roland	City Council Member At-Large	Corpus Christi	Nueces
8	Boyes, Estella	Mayor	Gregory	Aransas
9	Burns, Charles	County Judge		Kenedy
10	Campos, Sylvia	City Council Member District 2	Corpus Christi	Nueces
11	Cantu, Arnoldo	County Judge		Duval
12	Carrasco, Cyndi	Councilwoman	Beeville	Bee
13	Carrasco, Cynthia	Mayor	Alice	Jim Wells
14	Casterline, Leslie "Bubba"	County Commissioner		Aransas
15	Chesney, Brent	Commissioner		Nueces
16	Collins, Peter	Director of Information Technology	Corpus Christi	Nueces
17	Cooper, Melanie	Grant Manager		San Patricio
18	Cross, Scott	Coastal Parks Director		Nueces
19	Davis, Sr., Cedric W.	City Manager	Mathis	San Patricio
20	De La Cerda, Juan	Veterans Services Officer		Nueces
21	DeWitt, Dennis	Commissioner Precinct 2		Bee
22	Dice, Michael	Interim Assistant City Manager	Corpus Christi	Nueces
23	Dukes, Wanda	Mayor	Refugio	Refugio
24	Earwood, Darrell	Chief Information Officer		Nueces
25	Ehmann, JoAnn	Mayor	Ingleside on the Bay	San Patricio
26	Esparza, Michael	City Manager	Alice	Jim Wells
27	Everest, Timothy	Risk Manager		Nueces
28	Garcia, Frances	Chief of Staff		Kleberg
29	Garza, Ray A.	County Judge		Aransas County
30	Gonzales, Ruben	Commissioner PCT 3		San Patricio
31	Gonzalez, Joe A.	Commissioner		Nueces
32	Gonzalez, Mark	Mayor	Driscoll	Nueces
33	Gonzalez, Wicho	Commissioner PCT 4		Jim Wells
34	Green, John	Mayor	Portland	San Patricio

	NAME	TITLE	CITY	COUNTY
35	Hawkins, Deanna "Dee"	Emergency Management Coordinator		Nueces
36	Hernandez, Gil	City Council Member District 5	Corpus Christi	Nueces
37	Hernandez, Lisa	City Administrator	Odem	San Patricio
38	Herrera, Edward	Inland Parks Director		Nueces
39	Howard, John	Mayor	Agua Dulce	Nueces
40	Jayroe, Lowell "Tim"	Mayor	Rockport	Aransas
41	Juarez, Mary	City Manager	Aransas Pass	San Patricio
42	Klaevermann, Rebecca	San Patricio Municipal Water District		
43	Krebs, David	County Judge		San Patricio
44	Lichtenberger, Sally	Mayor	San Diego	Duval
45	Liska, James	County Judge		Live Oak
46	Lopez, Noel Barrera	Mayor	Bishop	Nueces
47	MacDonald, Robert	Transportation Planning Director, Corpus Christi Metropolitan Planning Organization (MPO)	Associate Member	
48	Marez, John	Commissioner PCT 3		Nueces
49	Martinez, David	Mayor	Robstown	Nueces
50	Martinez, Felipe	Mayor	Three Rivers	Live Oak
51	Martinez, Jr., Martin	Mayor	Freer	Duval
52	Meyer, Grayson	County Auditor		Nueces
53	Molina, Jr., Alonzo	Council Member	Taft	San Patricio
54	Morales, Joe	South Texas Water Authority	Associate Member	
55	Moore, Wendy	Mayor	Port Aransas	Nueces
56	Morrill, III, George "Trace" P.	County Judge		Bee
57	Pahlmeyer, Maryann	Alderwoman	Fulton	Aransas
58	Paxson, Kaylynn	City Council Member District 4	Corpus Christi	Nueces
59	Perez, Idolina	Mayor	Premont	Jim Wells
60	Pimentel, Juan	Director of Public Works		Nueces
61	Poynter, Jhiela "Gigi"	County Judge		Refugio
62	Pruski, Travis	Chief Operating Officer, Nueces River Authority	Associate Member	
63	Pusley, Mike	Commissioner PCT 1		Nueces
64	Ramirez, Ruben	Interim City Administrator	Falfurrias	Brooks
65	Ramos, Eric	County Judge		Brooks
66	Ramos, Esteban	Assistant Director of Water Supply Management	Corpus Christi	Nueces
67	Roach, Kay	Mayor	Woodsboro	Refugio
68	Robinson, Michael	Procurement Director		Nueces
69	Rodriguez, Michael	Deputy City Manager	Corpus Christi	Nueces County

	NAME	TITLE	CITY	COUNTY
70	Saenz, Ramiro	Mayor	Benavides	Duval County
71	Sanchez, Constance P.	Budget Officer Liaison		Nueces
72	Schultz, Chuck	Commissioner, PCT 2		Kleberg
73	Scott, Connie	County Judge		Nueces
74	Scott, Sharon	Mayor	Bayside	Refugio County
75	Skrobarczyk, Ryan	Director, Intergovernmental Relations	Corpus Christi	Nueces County
76	Smith, Shannan	Mayor	Lake City	San Patricio
77	Sosa, Charlie	City Manager	Kingsville	Kleberg
78	Speidel, Mary	Mayor	Sinton	San Patricio
79	Trevino, Isabel M.	Executive Assistant		Jim Wells
80	Trevino, Pedro "Pete"	County Judge		Jim Wells
81	Valverde, Nathaniel	Chief of Police	George West	Live Oak
82	Velazquez, Anna	Supervisor of Payroll/Grants		Nueces
83	Wright, Todd	City Administrator	Orange Grove	Jim Wells
84	Zagorski, Sr., William "Ski"	Commissioner PCT 1		San Patricio

<b>2027-2029 Projected Distribution of Direct Service Funds by County</b>											
<b>Supportive Services</b>	<b>Aransas</b>	<b>Bee</b>	<b>Brooks</b>	<b>Duval</b>	<b>Jim Wells</b>	<b>Kenedy</b>	<b>Kleberg</b>	<b>Live Oak</b>	<b>Nueces</b>	<b>Refugio</b>	<b>San Patricio</b>
Assisted Transportation	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Care Coordination (Case Management)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Chore Maintenance	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Day Activity & Health Services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Emergency Response	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Homemaker	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Homemaker - Voucher	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Income Support	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Information, Referral & Assistance	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Instruction and Training	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Legal Assistance 60+	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Legal Awareness (Legal Outreach)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Outreach	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Participant Assessment	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Personal Assistance	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Public Information Services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Residential Repair	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Senior Center Operations	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Social Reassurance	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Transportation	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Transportation - Voucher	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Visiting	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Nutrition Services</b>											
Congregate Meals	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Home Delivered Meals	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Nutrition Consultation	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Nutrition Counseling	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Nutrition Education	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Participant Assessment - Nutrition Services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Health Promotion Services</b>											
Evidenced Based Intervention	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Health Maintenance	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Health Screening and Monitoring	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Mental Health Services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Physical Fitness	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Recreation	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Family Caregiver</b>											
Caregiver Counseling	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Caregiver Information Services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Caregiver Support Coordination / CM	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Caregiver Support Groups	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Caregiver Training	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Respite In Home	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Respite Out of Home	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Respite Out of Home, Overnight	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Respite, Voucher	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Ombudsman Services</b>											
Ombudsman Program Services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Special Activities - As Approved</b>											
Special Initiative	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>