



NOTICE OF MEETING OF COPPERAS COVE ECONOMIC DEVELOPMENT CORPORATION

Notice is hereby given that a Regular Meeting of the Copperas Cove Economic Development Corporation will be held on February 26, 2025 at 12:00 p.m. at the Copperas Cove Economic Development Corporation's office at 207 S 3rd Street, Copperas Cove, Texas 76522 at which time the following agenda will be discussed.

- A. CALL TO ORDER**
- B. INVOCATION AND PLEDGE OF ALLEGIANCE**
- C. ROLL CALL**
- D. ANNOUNCEMENTS**
- E. CITIZENS FORUM**

At this time, citizens will be allowed to speak on any matter other than personnel matters, matters under litigation, or matters on the regular agenda, for a length of time not to exceed five minutes per person. Thirty minutes total has been allotted for this section.

- F. CONSENT AGENDA**

All matters listed under this item are considered to be routine by the EDC Board of Directors and will be enacted by one motion. There will not be a separate discussion of these items. If discussion is desired, that item will be removed from the consent agenda and considered separately.

- 1. Consideration and action on approval of minutes for the Regular Meeting held on January 22, 2025. **Brittany Sanders, Workforce Development Specialist, Copperas Cove EDC.**

- G. PUBLIC HEARINGS**

- H. ACTION ITEMS**

- 1. Consideration and action on approving the Profit and Loss Report for November 2024 **Fred Welch, Executive Director, Copperas Cove EDC.**
 - 2. Consideration and action on approving the strategic plan for the Copperas Cove EDC. **Fred Welch, Executive Director, Copperas Cove EDC.**
 - 3. Consideration and action on approving the plan of work for FY 2024-2025. **Fred Welch, Executive Director, Copperas Cove EDC.**

I. REPORTS FROM STAFF, OUTSIDE ENTITIES, ADVISORY COMMITTEES, AND BOARDS

1. Executive Director's Report. **Fred Welch, Executive Director, Copperas Cove EDC.**
2. Senior Director, BRE Report. **Sean Stevens, Senior Director BRE, Copperas Cove EDC.**
3. Marketing Director's Report. **Sheena Tanner, Marketing Director, Copperas Cove EDC.**
4. Workforce Development Specialist's Report. **Brittany Sanders, Workforce Development Specialist, Copperas Cove EDC.**
5. Special Projects Coordinator's Report. **Anne Seneca, Special Projects Coordinator Copperas Cove EDC.**

J. ITEMS FOR FUTURE AGENDAS

K. EXECUTIVE SESSION

The Board of Directors may convene into Executive Session on any matter related to any of the above agenda items, as allowed under Chapter 551, Texas Government Code.

1. Pursuant to section 551.072, Texas Government Code - Deliberation Regarding Real Property, the Economic Development Corporation Board will go into executive session to discuss Item K.

L. RECONVENE INTO AN OPEN SESSION FOR POSSIBLE ACTION RESULTING FROM ANY ITEM POSTED AND LEGALLY DISCUSSED IN THE EXECUTIVE SESSION.

M. ADJOURN

The Board of Directors reserves the right to adjourn into Executive Session at any time regarding any issue on this agenda for which it is legally permissible.

I, the undersigned authority, do hereby certify that the above Notice of Meeting of the Governing Body of the Copperas Cove Economic Development Corporation was posted at **5 p.m. on February 21, 2025.**

Brittany Sanders, Workforce Development Specialist
Copperas Cove EDC

Economic Development Corporation

F.1.

Meeting Date: February 26, 2025

Contact: Brittany Sanders, Workforce Development Specialist, Copperas Cove EDC

Subject:

Consideration and action on approval of minutes for the Regular Meeting held on January 22, 2025

Brittany Sanders, Workforce Development Specialist, Copperas Cove EDC.

Attachments:

Regular Meeting Minutes – January 22, 2025



COPPERAS COVE ECONOMIC DEVELOPMENT CORPORATION
Meeting Minutes for January 22, 2025

A. CALL TO ORDER

Vice Chairman JC Stubbs called the Regular Meeting of the Copperas Cove Economic Development Corporation to order at 12:01 p.m.

B. INVOCATION AND PLEDGE OF ALLEGIANCE

Secretary Fred Chavez led the Invocation, Vice Chairman JC Stubbs led the Pledge of Allegiance.

C. ROLL CALL

Roll call led by Brittany Sanders, Workforce Development Specialist

Present: JC Stubbs, Vice Chairman Fred Welch, Executive Director
Fred Chavez, Secretary Sheena Tanner, Marketing Director
David McPhail, Treasurer Brittany Sanders, Workforce Development Specialist
Vonya Hart, Council Liaison Anne Seneca, Special Projects Coordinator
Isaac Almeida, Intern
Barbara Boulware-Wells, Legal Counsel

Absent: Bradi Diaz, Chairman Sean Steven, Senior Director BR&E
Anthony Martinez, Director

D. ANNOUNCEMENTS

- Executive Director Fred Welch announced the replacement of Secretary Ted Gonzalez with Fred Chavez.*
- Vice Chairman JC Stubbs announced the next CCEDC Board Meeting will convene on February 26th at 11:45 a.m.*

E. CITIZENS FORUM

At this time, citizens will be allowed matters other than personnel matters, matters under litigation, or matters on the regular agenda, for a length of time not to exceed five minutes per person. Thirty minutes total has been allotted for this section.

None

F. CONSENT AGENDA - All matters listed under this item are considered to be routine by the EDC Board of Directors and will be enacted by one motion. There will not be a separate discussion of this item. If discussion is desired, that item will be removed from the consent agenda and considered separately.

1. Consideration and action on approval of minutes for the Meeting held on December 11, 2024. **Brittany Sanders, Workforce Development Specialist.**

Treasurer David McPhail made a motion to approve Agenda Item F1. Secretary Fred Chavez seconded the motion, and with a unanimous vote, the motion carried.

G. PUBLIC HEARINGS

None

H. ACTION ITEMS

1. Consideration and action on approving the Profit and Loss report for October 2024. **Fred Welch, Executive Director, Copperas Cove EDC.**

Vice Chairman JC Stubbs made a motion to approve Agenda Item H1. Secretary Fred Chavez seconded the motion, and with a unanimous vote, the motion carried.

2. Discussion and direction regarding the strategic plan for the Copperas Cove EDC. **Fred Welch, Executive Director, Copperas Cove EDC**

No action taken.

3. Consideration and action on approving the plan of work for FY 2024-2025. **Fred Welch, Executive Director, Copperas Cove EDC.**

No action taken.

I. EDC REPORTS FROM STAFF, OUTSIDE ENTITIES, ADVISORY COMMITTEES, AND BOARDS

1. Presentation given by the Bell County Commissioners Court, regarding a Regional Habitat
 - *Presentation will be tabled for a future date.*
2. Conservation Plan (HCP). Executive Director Fred Welch gave an update on the following topics listed below:
 - *Texas Military Summit in Austin.*
 - *Recent Water Control and Improvement Districts (WCID) meeting.*
 - *Upcoming quarterly meeting with the Central Texas College (CTC) Chancellor.*
 - *Upcoming kickoff meeting with Matrix Design at Fort Cavazos.*
 - *Economic Development Administration (EDA) Grant moving forward.*
 - *The approval of advanced funding agreement between Copperas Cove and the Texas Department of Transportation TxDOT.*
 - *Upcoming Intermodal Study (R.A.I.L Project) meetings.*
 - *Prior and upcoming marketing and community events.*
 - *The development of marketing material for the International Conference of Shopping Centers (ICSC) Red River Retail Show which will be attended by Executive Director Fred and Senior Director Sean Stevens from January 29-31.*
 - *Senior Director Sean Stevens' current trip to the Site Selector Guild in Miami, Florida*
3. Executive Director Fred Welch gave a report on behalf of Senior Director, BRE Sean Stevens on the following topics listed below:
 - *Sean Stevens' current trip to the Site Selectors Guild in Miami, Florida.*
 - *Recent meeting with TIP strategies regarding the final draft of the "Envision Copperas Cove" Strategic Plan. TIP plans on presenting this strategy to the City Council during the February 18th workshop.*
 - *First quarterly meeting of the Restaurant Roundtable and efforts to reestablish a CenTex Texas Restaurant Association (TRA) Chapter. The next restaurant round table is to be held in March or April.*
 - *Upcoming travel to Dallas for the (ICSC) Red River Retail Show.*
 - *Upcoming trip to Anaheim, California to join Oncor for the MD&M West show*
 - *Upcoming Site Selector Outreach trips to Atlanta and Dallas.*
4. Marketing Director Sheena Tanner gave an update on the following topics listed below:
 - *Surge in EDC website traffic due to communications with the International Council of Shopping Centers (ICSC) on behalf of Senior Director Sean Stevens.*
 - *Facebook audience growth maintained.*
 - *LinkedIn Growth due to increased posting frequency and staff achievement postings.*
 - *The top four most effective posts of December 2024.*
 - *Current Workforce, Skilled Trades, Small Business Workshop and Economic Development Campaigns.*
 - *Strategic plan input and follow ups.*
 - *The development of an app by the Copperas Cove Chamber of Commerce.*
 - *Finalizing of a locally made ICSC banner.*
 - *Film Friendly Project work in February and Spring.*

5. Workforce Development Specialist Brittany Sanders gave an update on the following topics listed below:

- *Completion of Foundation Principles for Career Advisor Course and Certified Workforce Development Professional (CWDP) Certification progress.*
- *Upcoming Copperas Cove Skilled Trades Hiring Event on February 18th and possible participation of local*
- *community colleges.*
- *Future workforce survey.*
- *Future workforce roundtable and possible Workforce Solutions and Texas Restaurant Association (TRA) collaborations.*

6. Special Projects Coordinator Anne Seneca gave an update on the following topics listed below:

- *The EDC will now attend local ribbon cutting events.*
- *The development of a separate landing page for downtown businesses on the EDC website.*
- *Consolidation and collaboration of local pop up market events.*
- *Upcoming meetings with the Copperas Cove Chamber of Commerce regarding the creation of an Entrepreneurial Academy.*
- *Upcoming Mega Mixer business event in conjunction with the Copperas Cove Chamber of Commerce.*
- *Upcoming Shop Small Crawl event in conjunction with the Copperas Cove Chamber of Commerce.*
- *Upcoming #SHOPCOVE Oktoberfest event on September 27, 2025.*
- *Upcoming attendance of Basic EDC (BEDC) training program.*

J. ITEM FOR FUTURE AGENDAS.

1. *Secretary Fred Chavez proposed adding the emblems of local civic organizations to the City of Copperas Cove's welcome sign*
2. *Rollout stage of the strategic plan during the City Council Workshop meeting on February 18, 2025.*

K. EXECUTIVE SESSION CONVENED AT 12:59 P.M.

The Board of Directors may convene into Executive Session on any matter related to any of the above agenda items, as allowed under Chapter 551, Texas Government Code.

1. Pursuant to section 551.072, Texas Government Code - Deliberation Regarding Real Property, the Economic Development Corporation Board will go into executive session to discuss Item K.

L. RECONVENE INTO OPEN SESSION AT 12:59 P.M. FOR POSSIBLE ACTION RESULTING FROM ANY ITEM POSTED AND LEGALLY DISCUSSED IN THE EXECUTIVE SESSION.

1. *Secretary Fred Chavez made a motion to approve a feasibility and analysis study for particular property on Patriot Circle, not to exceed \$5000. Treasurer David McPhail seconded the motion and with a unanimous vote, the motion carried.*

M. ADJOURN

Vice Chairman JC Stubbs adjourned the meeting at 1 p.m.

ATTEST:

Brittany Sanders, Workforce Development Specialist

Fred Chavez, Secretary of the Board

Economic Development Corporation

H.1.

Meeting Date: February 26, 2025

Contact: Fred Welch, Executive Director, Copperas Cove EDC

Subject:

Consideration and action on approving the Profit and Loss report for the month of November 2024.

Fred Welch, Executive Director, Copperas Cove EDC

Description/Information:

The Profit and Loss report for November 2024, has been prepared by Donkbuilt Service Exchange "Donkbuilt" as per the agreement between the CCEDC and Donkbuilt. The report is attached for review by the Board.

Financial Impact:

See attached.

Action/Recommendation:

EDC staff recommends the Board of Directors approve the Profit and Loss report for November 2024, as presented by Fred Welch.

Attachments:

November 2024, Financials:

Profit and Loss

Profit and Loss Budget Performance

Cadence Bank Reconciliation

Tex Pool Reconciliation

Copperas Cove Economic Development Corporation
Profit & Loss

November 2024

Nov 24

Ordinary Income/Expense

Income

Revenues

Sales Tax Income 112,957.57

Interest Income 26,085.51

Total Revenues 139,043.08

Total Income 139,043.08

Expense

EXPENDITURES

EDC ADMINISTRATION

PERSONNEL

00-1150 · Phone Reimbursement 400.00

00-1100 · Car Allowance 500.00

00-1000 · Staff Salary 33,429.36

00-1200 · Longevity 25.84

00-1500 · FICA Tax 2,206.21

00-1600 · Employee Insurance 2,726.62

00-1800 · Retirement 4,406.71

00-1901 · Other Personnel Expenses 1,267.96

Total PERSONNEL 44,962.70

SUPPLIES AND MATERIALS

00-2030 · Office Supplies 384.01

00-2200 · Postage/Shipping 0.00

00-2820 · Furniture and Fixtures 208.98

Total SUPPLIES AND MATERIALS 592.99

REPAIRS AND MAINTENANCE

00-4100 · Repairs & Maint. - Bldg 788.79

00-4200 · Repairs & Maint. - Facility 80.00

00-4400 · Repairs & Maint. - Equipment 480.00

Total REPAIRS AND MAINTENANCE 1,348.79

CONTRACTUAL SERVICES

00-6100 · Advertising 0.00

00-6200 · Communication 254.03

00-6300 · Rental of Equip / Copier Lease 289.99

00-6350 · Rental of Property 2,702.49

00-6400 · Dues and Subscriptions 3,316.99

00-6600 · Professional Development 198.73

00-6800 · Professional Services 700.00

00-6900 · Utilities 575.45

Total CONTRACTUAL SERVICES 8,037.68

DESIGNATED EXPENSES

00-1998 · Board Related Expenses 118.51

00-1999 · Public Relations 401.61

Total DESIGNATED EXPENSES 520.12

Total EDC ADMINISTRATION 55,462.28

Copperas Cove Economic Development Corporation Profit & Loss

November 2024

Nov 24

DEBT SERVICES	
10-9326 · 2012 Sales Tax Bond Note Int	2,402.46
Total DEBT SERVICES	<u>2,402.46</u>
EDC NON-DEPARTMENTAL	
CONTRACTUAL SERVICES	
90-6550 · Contract Labor	400.00
90-6610 · Business Attraction	98.33
Total CONTRACTUAL SERVICES	<u>498.33</u>
90-9100 · BUSINESS RETENTION	
90-9103 · Retention	-756.14
90-9104 · Travel	244.23
Total 90-9100 · BUSINESS RETENTION	<u>-511.91</u>
Total EDC NON-DEPARTMENTAL	<u>-13.58</u>
Total EXPENDITURES	<u>57,851.16</u>
Total Expense	<u>57,851.16</u>
Net Ordinary Income	<u>81,191.92</u>
Net Income	<u><u>81,191.92</u></u>

Copperas Cove Economic Development Corporation
Profit & Loss Budget vs. Actual
October through November 2024

	<u>Nov 24</u>	<u>Budget</u>	<u>\$ Over Budget</u>
Ordinary Income/Expense			
Income			
Revenues			
Sales Tax Income	112,957.57	94,416.65	18,540.92
Interest Income	26,085.51	18,333.35	7,752.16
Total Revenues	139,043.08	112,750.00	26,293.08
Other Income	0.00	0.00	0.00
Total Income	139,043.08	112,750.00	26,293.08
Expense			
EXPENDITURES			
EDC ADMINISTRATION			
PERSONNEL			
00-1150 · Phone Reimbursement	400.00	400.00	0.00
00-1100 · Car Allowance	500.00	500.00	0.00
00-1000 · Staff Salary	33,429.36	32,541.65	887.71
00-1200 · Longevity	25.84	87.50	-61.66
00-1500 · FICA Tax	2,206.21	2,606.10	-399.89
00-1600 · Employee Insurance	2,726.62	2,394.60	332.02
00-1700 · Worker's Comp Insurance	0.00	83.35	-83.35
00-1800 · Retirement	4,406.71	4,607.50	-200.79
00-1901 · Other Personnel Expenses	1,267.96	116.65	1,151.31
Total PERSONNEL	44,962.70	43,337.35	1,625.35
SUPPLIES AND MATERIALS			
00-2030 · Office Supplies	384.01	333.35	50.66
00-2040 Printing Costs	0.00	25.00	-25.00
00-2200 · Postage/Shipping	0.00	25.00	-25.00
00-2820 · Furniture and Fixtures	208.98	0.00	208.98
00-2842 · Minor Equipment/Electronics	0.00	416.65	-416.65
Total SUPPLIES AND MATERIALS	592.99	800.00	-207.01
REPAIRS AND MAINTENANCE			
00-4100 · Repairs & Maint. - Bldg	788.79	291.65	497.14
00-4200 · Repairs & Maint. - Facility	80.00	208.35	-128.35
00-4400 · Repairs & Maint. - Equipment	480.00	333.35	146.65
Total REPAIRS AND MAINTENANCE	1,348.79	833.35	515.44
CONTRACTUAL SERVICES			
00-6012 · Consulting Fees (Legal)	0.00	416.65	-416.65
00-6000 · Bank Analysis Fees	0.00	66.65	-66.65
00-6100 · Advertising	0.00	333.35	-333.35
00-6200 · Communication	254.03	520.85	-266.82
00-6300 · Rental of Equip / Copier Lease	289.99	208.35	81.64
00-6350 · Rental of Property	2,702.49	2,750.00	-47.51
00-6400 · Dues and Subscriptions	3,316.99	666.65	2,650.34
00-6550 · Contract Labor	0.00	291.65	-291.65
00-6600 · Professional Development	198.73	3,436.65	-3,237.92

Copperas Cove Economic Development Corporation
Profit & Loss Budget vs. Actual
October through November 2024

	<u>Nov 24</u>	<u>Budget</u>	<u>\$ Over Budget</u>
00-6800 · Professional Services	700.00	1,016.65	-316.65
00-6810 · Provided City Services	0.00	12.50	-12.50
00-6900 · Utilities	575.45	766.65	-191.20
Total CONTRACTUAL SERVICES	8,037.68	10,486.60	-2,448.92
DESIGNATED EXPENSES			
00-7000 · Insurance Expense	0.00	483.35	-483.35
00-1998 · Board Related Expenses	118.51	250.00	-131.49
00-1999 · Public Relations	401.61	500.00	-98.39
Total DESIGNATED EXPENSES	520.12	1,233.35	-713.23
Total EDC ADMINISTRATION	55,462.28	56,690.65	-1,228.37
DEBT SERVICES			
10-9226 · 2012 Sales Tax Bond Principal	0.00	9,583.35	-9,583.35
10-9326 · 2012 Sales Tax Bond Note Int	2,402.46	2,701.15	-298.69
Total DEBT SERVICES	2,402.46	12,284.50	-9,882.04
EDC NON-DEPARTMENTAL			
SUPPLIES AND MATERIAL			
90-2060 · Program / Project Supplies	0.00	0.00	0.00
Total SUPPLIES AND MATERIAL	0.00	0.00	0.00
CONTRACTUAL SERVICES			
90-6400 · Dues and Subscriptions	0.00	500.00	-500.00
90-6100 · Advertising	0.00	178.35	-178.35
90-6550 · Contract Labor	400.00	1,666.65	-1,266.65
90-6610 · Business Attraction	98.33	4,583.35	-4,485.02
90-6800 · Professional Services	0.00	6,100.00	-6,100.00
Total CONTRACTUAL SERVICES	498.33	13,028.35	-12,530.02
90-9000 · ENTREPRENEUR CENTER			
90-9001 · Start Up	0.00	250.00	-250.00
90-9002 · Operations	0.00	2,916.65	-2,916.65
Total 90-9000 · ENTREPRENEUR CENTER	0.00	3,166.65	-3,166.65
90-9100 · BUSINESS RETENTION			
90-9101 · Flyers / Design	0.00	79.15	-79.15
90-9102 · Workshops	0.00	41.65	-41.65
90-9103 · Retention	-756.14	500.00	-1,256.14
90-9104 · Travel	244.23	125.00	119.23
90-9105 · Visits	0.00	0.00	0.00
90-9106 · Workforce Development Training	0.00	233.35	-233.35
90-9107 · Workforce Development Events	0.00	250.00	-250.00
90-9100 · BUSINESS RETENTION - Other	0.00	0.00	0.00
Total 90-9100 · BUSINESS RETENTION	-511.91	1,229.15	-1,741.06
Total EDC NON-DEPARTMENTAL	-13.58	17,424.15	-17,437.73
OTHER EXPENDITURES			
90-8600 · CAPITAL OUTLAY			
90-8607 · Narrows Phase II Expansion	0.00	166,666.65	-166,666.65
90-8601 · Constitution	0.00	0.00	0.00

Copperas Cove Economic Development Corporation
Profit & Loss Budget vs. Actual
 October through November 2024

	<u>Nov 24</u>	<u>Budget</u>	<u>\$ Over Budget</u>
90-8602 · Land Exchange	0.00	0.00	0.00
90-8605 · Infrastructure	0.00	41,666.65	-41,666.65
Total 90-8600 · CAPITAL OUTLAY	0.00	208,333.30	-208,333.30
Total OTHER EXPENDITURES	0.00	208,333.30	-208,333.30
Total EXPENDITURES	57,851.16	294,732.60	-236,881.44
Total Expense	57,851.16	294,732.60	-236,881.44
Net Ordinary Income	81,191.92	-181,982.60	263,174.52
Net Income	<u>81,191.92</u>	<u>-181,982.60</u>	<u>263,174.52</u>

9:06 AM

12/04/24

Copperas Cove Economic Development Corporation

Reconciliation Summary

Cash- Cadence Bank, Period Ending 11/30/2024

	<u>Nov 30, 24</u>
Beginning Balance	670,398.02
Cleared Transactions	
Checks and Payments - 43 items	-140,696.10
Deposits and Credits - 5 items	115,846.99
Total Cleared Transactions	<u>-24,849.11</u>
Cleared Balance	<u>645,548.91</u>
Uncleared Transactions	
Checks and Payments - 6 items	-2,735.00
Total Uncleared Transactions	<u>-2,735.00</u>
Register Balance as of 11/30/2024	<u>642,813.91</u>
New Transactions	
Checks and Payments - 14 items	-24,258.38
Total New Transactions	<u>-24,258.38</u>
Ending Balance	<u>618,555.53</u>

8:25 AM

12/04/24

Copperas Cove Economic Development Corporation
Reconciliation Summary
TEXPOOL ACCOUNT, Period Ending 11/30/2024

	<u>Nov 30, 24</u>
Beginning Balance	6,334,668.78
Cleared Transactions	
Deposits and Credits - 1 item	<u>24,628.30</u>
Total Cleared Transactions	<u>24,628.30</u>
Cleared Balance	<u>6,359,297.08</u>
Register Balance as of 11/30/2024	6,359,297.08
Ending Balance	6,359,297.08

Economic Development Corporation

H.2.

Meeting Date: February 26, 2025

Contact: Fred Welch, Executive Director, Copperas Cove EDC.

Subject:

Consideration and action on approving the strategic plan for the Copperas Cove EDC. **Fred Welch, Executive Director, Copperas Cove EDC**

Description/Information:

The Missions and Goals of the Copperas Cove Economic Development Corporation have not been updated for several years. A planning session/retreat was discussed in 2015, shortly before the previous Director resigned. Due to the absence of a permanent Director at the time and the transition of the Economic Development Department, it was determined to delay any retreat or planning session to set goals of the CCEDC until a permanent Director was hired and the transition was completed.

In June 2019, The Copperas Cove EDC contracted Avalanche Consulting, a professional firm specializing in national strategic planning for economic development organizations.

This firm was selected to assist and facilitate in the strategic planning for the Copperas Cove EDC.

Topics to be discussed:

- Economic Development Overview
- Best Practices
- Mission Statement Development
- Target Discussion
- Open Discussion

In June 2024, The Copperas Cove EDC contracted TIP Strategies and held a joint meeting with the City of Copperas Cove to identify economic development strategies.

Copperas Cove EDC Staff along with the City Council identified the following economic strategies listed below:

- Small Business and Entrepreneurship
- Targeted Business Attraction
- Commercial Revitalization and Reuse
- Workforce Development
- Infrastructure Development and Housing

In November 2024, Fred Welch, Executive Director of the Copperas Cove EDC, introduced Jon Roberts, Alexis Angelo, and Erica Colston from TIP Strategies who presented the draft Strategic Plan to City Council. After the presentation and some discussion, Mr. Roberts stated that he and his staff would continue to work on the draft and would present a finalized plan to the City Council at a future meeting.

Financial Impact:

TBD

Action/Recommendation:

EDC staff recommends the board approve the strategic plan for the Copperas Cove EDC.

Attachments:

Envision Copperas Cove: City of Copperas Cove Economic Development Strategic Plan

February 2025

ENVISION COPPERAS COVE

City of Copperas Cove

Economic Development Strategic Plan



ACKNOWLEDGMENTS

TIP Strategies, Inc., would like to thank all the Copperas Cove Economic Development Corporation and City staff members who supported the planning process. Thank you to all of the community and business roundtable, workshop, and interview participants who contributed their input and insights regarding Copperas Cove's economic prosperity. TIP is particularly grateful to the following individuals who made this plan possible.

Steering Committee Members

- Fred Chavez, City Council Liaison
- Jennifer Cotter, H-E-B Administrative Assistant
- Elias (E.T.) Ferris, H-E-B Unit Director
- Beth Galick-Carney, Copperas Cove Chamber of Commerce President/CEO
- Ryan Haverlah, City Manager
- Bobby Lewis, City Development Services Director
- JC Stubbs, Edward Jones Financial Advisor

Copperas Cove EDC Board Members

- JC Stubbs, Chair
- Bradi Diaz, Vice Chair
- Ted Gonzalez, Secretary
- David McPhail, Treasurer
- Anthony Martinez, Director
- Fred Chavez, City Council Liaison

Copperas Cove EDC Staff

- Fred Welch, Executive Director
- Sean Stevens, Senior Director of BRE

Elected Officials

- Dan Yancey, Mayor
- Christina Strohfus, Place 1
- Joann Courtland, Former Council Member, Place 1
- Rita Hogan, Place 2
- Fred Chavez, Former Council Member, Place 2
- Shawn Alzona, Place 3
- John Hale, Place 4
- Dale Treadway, Place 5
- Vonya Hart, Mayor Pro Tem, Place 6
- Jack Smith, Place 7

Consulting Team



TIP Strategies, Inc., is a privately held Austin-based firm providing consulting and advisory services to public and private sector clients. Established in 1995, the firm's core competencies are strategic planning for economic development, talent strategies, organizational development, resiliency planning, and equity initiatives.

Contact

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Project Contributors

Jon Roberts, Managing Partner
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Erica Colston, Consultant
Jessica Myers, Graduate Intern

Cover photo courtesy of Casey Benson with [VikingFilmWorks](http://VikingFilmWorks.com).

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OVERVIEW

Copperas Cove (the City) offers a desirable central location in the heart of Texas. As part of a large and growing transportation corridor it can easily service the Texas Triangle, the megaregion including Houston, Austin, San Antonio, and Dallas-Fort Worth. With good access to water, strong K-12 public school partners, an abundance of natural beauty, a skilled military workforce, and a range of affordable housing, Copperas Cove shines bright within the Fort Cavazos orbit. These assets provide Copperas Cove residents with a competitive advantage and are the top deciding factor for servicemembers leaving the post.

As rapid growth in Texan urban areas spills over into surrounding exurban and rural communities, Copperas Cove expects to continue to grow as a future home to new residents and businesses. In response, the Copperas Cove Economic Development Corporation (CCEDC) engaged TIP Strategies (TIP) to prepare a five-year economic development strategic plan (EDSP). This effort, *Envision Copperas Cove*, identifies economic development challenges and proposes solutions to be implemented by the CCEDC in collaboration with the City and community partners. The EDSP is intended to inform the CCEDC’s efforts in the coming years, guide the prioritization of City projects and investments, and build community support, all in the interest of diversifying the economy and ensuring prosperity.

APPROACH

The Copperas Cove EDSP is the result of a six-month planning process that engaged individuals and organizations both in the community and throughout the region. Coordinated through the CCEDC and guided by a volunteer steering committee, the planning process was conducted in three phases: discovery, opportunity, and implementation.

DISCOVERY. During the initial phase, and throughout the engagement, the TIP team spoke with economic development and community stakeholders from Copperas Cove and the Central Texas region to inform the strategy development. Figure 1 outlines the engagement process, which included stakeholder meetings, a community tour, and a public survey.

OPPORTUNITY. Insights from the stakeholder engagement activities were supplemented by a comprehensive quantitative analysis. The Planning Context section (beginning on page 20) provides findings covering demographic, occupational, military workforce, economic, and real estate trends. These analyses were delivered to the CCEDC as interactive data visualizations for in-depth exploration. Drawing on this work, TIP and the steering committee identified strengths, weaknesses, opportunities, and threats (SWOT), a summary of which is presented on page 25. In addition, TIP conducted a target industry analysis, which can be found on page 27.

Figure 1. Stakeholder Engagement Overview

	<p>STEERING COMMITTEE MEETINGS Regular meetings engaging 10 members representing public and private sectors in Copperas Cove.</p>
	<p>ONE-ON-ONE INTERVIEWS City Council Members • City Manager • Mayor • Real Estate Developers • Private Employers</p>
	<p>ROUNDTABLE DISCUSSIONS Small Businesses • Nonprofits • Real Estate • City Council • Restaurants • Regional Partners • CCEDC Staff • Higher Education and Workforce Development • Utilities • Fort Cavazos</p>
	<p>COMMUNITY TOUR Conducted an assets tour of the community, including commercial sites, industrial sites, and downtown.</p>
	<p>PUBLIC SURVEY Received community feedback on the draft strategic plan (including the SWOT analysis, plan framework, and recommended strategies) via a widely circulated online survey.</p>

Source(s): TIP Strategies, Inc.

IMPLEMENTATION. In the final phase of the project, the consulting team incorporated the input, data analysis, and the firm’s experience working with regions across the country to develop the action plan. Along with the EDSP document, an Excel-based implementation matrix was provided to the CCEDC. The matrix outlines a proposed timeline for carrying out each of the strategies and actions and suggests potential organizations to help support implementation. In addition to setting priorities, the matrix will serve as a working resource for the CCEDC and its partners to track activities and report progress over the coming years.

OPPORTUNITY AREAS

Although founded in the late nineteenth century, Copperas Cove as it exists today began with the establishment and growth of Fort Hood (now Fort Cavazos). The City has remained dependent on the US Army post as its primary asset. Going forward, the City can branch out beyond this reliance to create its own identity. Copperas Cove has large swaths of vacant and unmaintained buildings in its existing downtown, making it less attractive for future investment. Additionally, while Copperas Cove’s location on the edge of the Texas Hill Country offers scenic vistas—especially on its western side—the topography causes natural constraints for the City’s expansion. These challenges make it difficult for the City to grow and to capitalize on new opportunities.

Along with issues of identity, the question of how to pay for projects and prioritize investments is central to this plan. The following areas of focus will need to be seen in this context.

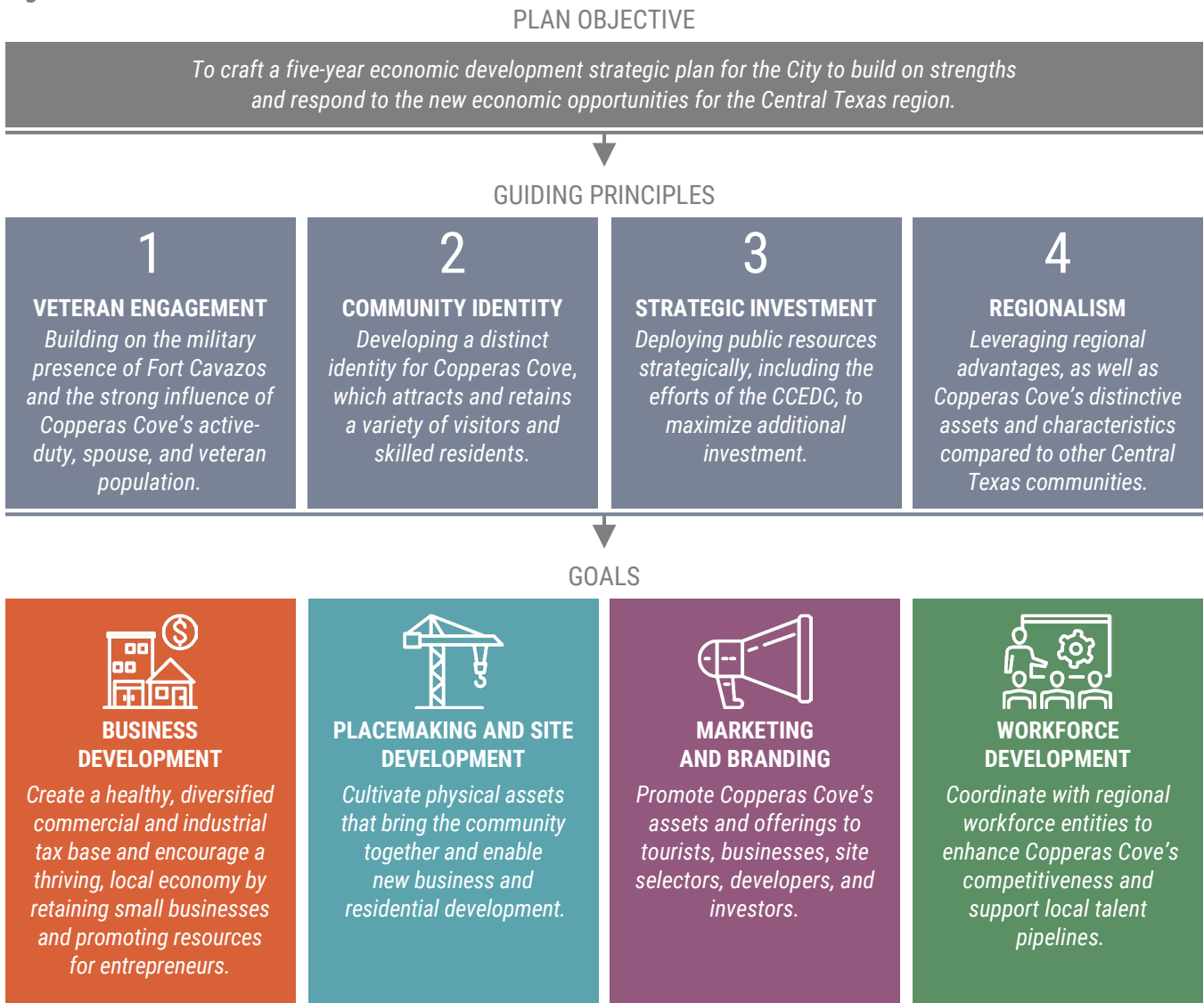
- **QUALITY OF LIFE.** Marketing Copperas Cove’s existing quality-of-life assets, including its well-rated schools, low crime, and low cost of living, are crucial to building its external image. Creating a city center with a clear identity is an essential component of capitalizing on new economic opportunities. The absence of historically significant buildings (with the exception of the Stageshop and Post Office) allows consideration of a greater variety of options for where a new city center could be developed. Such a development would be critical to expanding amenities, building a sense of community pride among residents, and attracting visitors.
- **EMPLOYMENT OPPORTUNITIES.** Access to well-paying jobs is one of the top factors in servicemembers’ decisions to stay in Central Texas after separating from service. For Copperas Cove to retain the skilled labor coming out of the post, there must be quality primary job offerings. Business attraction is a means to that end, but it requires a concerted effort towards target industries. The employment interests of exiting military and their spouses/partners, along with their educational attainment, factor into identifying appropriate businesses for relocation. In addition, land availability, transportation access, and amenities specific to Copperas Cove all play a significant role.
- **REGIONAL WORKFORCE DEVELOPMENT.** With the highest portion of the population having some college education but no degree, Copperas Cove’s talent pool is ripe for upskilling opportunities to prepare them for middle skill, high-demand careers. As a result, the CCEDC’s business recruitment efforts must work in partnership with regional education and training providers. Specific initiatives that attract the workforce to the community are an important part of this plan.
- **ENTREPRENEURIAL SPIRIT.** Because of its large veteran community, a group that has historically started businesses at above-average rates, Copperas Cove’s population is likely to be more inclined toward entrepreneurship and small business ownership. With specific efforts to support this community and meet their needs when launching a business, the City can have a positive impact on its tax base. This support includes training, network building, and access to resources.
- **FUTURE DEVELOPMENT.** Copperas Cove’s future land use plan anticipates significant population growth by 2040. With that growth comes a need for amenities, commercial and industrial development that supports primary jobs, and high-end residential development. Because of its location in a fast-growing region, the City must plan now to make the most of its future opportunities and to support the needs of current and future

residents. Rezoning efforts to accommodate commercial buildings, retail amenities, and infrastructure improvements will be critical to meeting these needs. Identifying and investing public and private dollars in a downtown city center will spur commercial redevelopment and development opportunities. Expanding the City’s network of developers will increase investment in new residential areas and in associated retail offerings, while also introducing a fresh perspective on leveraging the City’s assets and natural beauty.

PLAN FRAMEWORK

While there are challenges facing Copperas Cove and its growth and development, this plan provides a blueprint for the CCEDC and its partners to overcome barriers and seize opportunities. As a result of the planning process, TIP worked with the City to create a framework anchored by four goals: targeting business development, investing in placemaking and site development, marketing and branding the City, and supporting workforce development. Embedded within these goals are four guiding principles: leveraging the region’s veteran population, building a distinct community identity, making strategic investments, and creating a more regional approach to workforce and economic development. A visualization of this framework can be found in Figure 2.

Figure 2. Plan Framework



MOVING FORWARD

A strategic plan is made better with serious consideration of resourcing and implementation. Throughout the stakeholder engagement process, a recurring theme emerged regarding past planning processes and unfulfilled initiatives. City funding is constrained by population growth and the resulting demand for City services. Coupled with insufficient relief from the state of Texas to account for loss of revenue from the disabled veterans property tax exemption, the challenge for the community is significant. Copperas Cove's popularity with the veteran community—which is a major asset—will make future planning and resource management imperative.

With these considerations in mind, *Envision Copperas Cove* is designed to maximize the resources available to the CCEDC to leverage additional funding. The organization has already begun to reverse the historic trend of underinvestment in economic and community development by securing several external grants from federal and private sources (see Figure 9, page 25). Several aspects of the plan address the question of resources. With business development as the plan's first goal, bringing private investment to the community is paramount. Community development related strategies also consider how placemaking and marketing efforts can encourage additional investment in Copperas Cove. And leveraging the City's robust nonprofit and veteran support network represents an opportunity to attract philanthropic dollars. Across the spectrum of fundraising strategies, securing the buy-in of Copperas Cove's existing businesses and residents through robust community engagement campaigns will be critical.

Most important, collaboration between public, private, and nonprofit entities will be key to the plan's implementation. The CCEDC is a well-respected organization with dedicated and experienced staff. The City leadership is eager to effect change and prioritize high impact economic development initiatives. The nonprofit community and regional partners are ready to work collaboratively to support Copperas Cove's residents. Given this network of implementation partners, Copperas Cove is positioned to pursue transformative opportunities for the City's economic future. In short, Copperas Cove has the partners and the motivation needed to bring *Envision Copperas Cove* to reality.

STRATEGIC ACTION PLAN

The goal areas and strategic recommendations were created through a three-phase process, combining findings from stakeholder input and the economic analysis of Copperas Cove. *Envision Copperas Cove* provides a road map for the CCEDC as it pursues opportunities to enhance the City's economic growth. The plan's implementation will be guided by a matrix, which was delivered separately, to set priorities over the lifespan of the plan and measure progress on each recommendation.

Case Studies and Examples

External case studies and example resources also informed the plan. Where applicable, a brief description of these resources and a link to more information have been provided at the end of the goal area.

Goal 1. Business Development

Create a healthy, diversified commercial and industrial tax base and encourage a thriving, local economy by retaining small businesses and promoting resources for entrepreneurs.

Diversifying the tax base is a common goal of a community's economic development strategy, but this goal is especially important when addressing an over-reliance on residential property tax growth. Copperas Cove's proximity to I-35 suggests the community will see continued population growth and demand for services as the Texas Triangle region expands. The City's major transportation asset, however, is its location along I-14. By facilitating access to the state's largest metro areas—and to military communities in multiple states if the route is extended as planned—the presence of an interstate positions Copperas Cove to attract business development opportunities and diversify funding sources to meet residents' needs. Prioritizing business development is necessary to transition Copperas Cove out of its historic role as a bedroom community and into a growing, thriving economy. To achieve this goal, business development efforts must work collaboratively to enhance the talent pool, assemble real estate, and improve the City's image. In other words, Copperas Cove must embrace regionalism through coordination with partners, bolstering the City's value proposition to prospective businesses and site selectors.







Prioritizing business development is necessary to transition Copperas Cove out of its historic role as a bedroom community and into a growing, thriving economy.

Continued investment in business attraction and retention (BRE) efforts, centered on target industries, will maximize the effective deployment of the CCEDC's resources. The target industries (see Figure 3, page 6) were identified through an assessment, which considered existing local and regional assets, stakeholder input, and TIP's quantitative data analysis of Copperas Cove. Regional coordination of business attraction activities is essential for Copperas Cove to realize the full potential of prospective leads interested in the Fort Cavazos region. Attraction efforts should use dedicated marketing materials featuring data and assets relevant to each target industry. Enhancing BRE by tracking customer relationships and connecting businesses to additional resources will ensure job growth stays within the community. Support for small business and entrepreneurs, specifically through the provision of resources to veterans, will be a pivotal part of sustaining Copperas Cove's business community.

Strategies and Actions

- 1.1. Attract target industries based on community assets and the regional labor pool. See Figure 3 for a brief summary of the target industries and Appendix A: Targeting Approach for more detailed information.

Figure 3. Target Industry Sectors with Rationale for Selection

	<p>Technology Services</p> <p>The top employment sectors for post-military employment for servicemembers and their spouses/partners exiting Fort Cavazos are professional services and information technology, creating a prime opportunity for Copperas Cove to retain this talent.</p>
	<p>Supplier Manufacturing</p> <p>Leveraging the many mega projects across the Texas Triangle, Copperas Cove can attract tier three suppliers to support supply chains servicing advanced manufacturers and auto manufacturers.</p>
	<p>Technical Support Services</p> <p>Fort Cavazos spends tens of millions of dollars annually on federal contracts with regional contractors offering services ranging from construction to electrical to painting. Additionally, the skilled trades represent one of the top employment sectors of interest for servicemembers and their spouses/partners exiting Fort Cavazos.</p>
	<p>Transportation and Logistics</p> <p>Copperas Cove is an ideal central location among Dallas-Fort Worth, Austin, and other major markets and has proximity to transportation corridors along I-14 and I-35. The City's transportation connectivity coupled with its affordable real estate, relative to surrounding peer communities, makes it a competitive choice for businesses in the transportation and logistics sector.</p>
	<p>Retail Destinations</p> <p>Partnerships with regional restaurant and retail chains (from within Texas and across the country) looking to expand into the Fort Cavazos market can increase sales tax revenue, address potential sales tax leakage, and support local amenities for residents and visitors.</p>

Source(s): TIP Strategies, Inc.

- 1.2. Strengthen BRE efforts to address workforce challenges and foster business growth.

- 1.2.1. Establish a business visitation program, in addition to the existing business climate survey. Document the overall needs of local businesses, their challenges to operating successfully, and their potential to remain or expand in Copperas Cove.

- Use a customer relationship management (CRM) software program for managing a database of existing businesses in Copperas Cove.
- Partner with the Copperas Cove Chamber of Commerce to identify businesses as targets for outreach.
- Expand on the existing monthly restaurant roundtables to include other industries and key employers.

- Include the CCEDC’s workforce development specialist on visits with employers who have specific workforce challenges.
 - Create a list of standard questions that capture metrics in the CRM database (e.g., employment growth/contraction over the past year, future hiring plans, site/facility expansion plans, industry trends, primary markets served, and supply chain needs).
- 1.2.2.** Prioritize businesses that align with target industry definitions when addressing retention issues or pursuing expansion opportunities.
- 1.2.3.** Work with partners, including Central Texas College (CTC), Fort Cavazos, and the Copperas Cove Chamber of Commerce, to catalog, enhance, and promote skills development opportunities for employers to invest in their workforce.
- 1.2.4.** Support employers in developing wraparound services to support their workforce.
- 1.2.5.** Partner with nonprofits and other service providers, especially those linked to serving military families.
- 1.3.** Enhance relationships with regional partners to pool resources, streamline deal flows, market the region, and develop the workforce, all in service of growing the business base in the Central Texas region.
- 1.3.1.** Advocate for a regular meeting of regional partners participating in the Grand Central Texas economic development partnership to share information and streamline business attraction efforts through a deal flow plan, marketing of the skilled veteran workforce, and shovel-ready site map for all communities across the region.
- 1.3.2.** Collaborate with Grand Central Texas partners to submit regional grant applications and demonstrate the region’s coordination through standardized language characterizing the region surrounding Fort Cavazos.
- 1.3.3.** Align with CTC and Texas A&M University Central Texas (TAMU Central Texas) to ensure the development and sustainability of education and training programs leading to occupations in target industry sectors.
- 1.3.4.** Brand the Fort Cavazos area as a strong regional business climate with committed economic development efforts and education and training opportunities to meet employer needs.
- Plan outbound missions to key markets to meet with site selection consultants and company prospects.
 - Showcase regional assets and competitive advantages through familiarization tours.
 - Develop external marketing materials for regional target industries highlighting the strategic benefits of the greater region.
 - Establish and maintain relationships with brokers and real estate professionals.

- 1.4. Improve the data capacity of the CCEDC team to create business intelligence using industry and workforce data when attracting targets.
 - 1.4.1. Create target industry profiles easily accessible on the CCEDC website to promote business attraction.
 - 1.4.2. Maintain a database of business industry intelligence, including data from local businesses, national trends, and trade shows.
 - 1.4.3. Market data points from the quarterly Fort Cavazos Veterans Inventory Initiative surveys that align with target industries, including career interests and education.
 - 1.4.4. Differentiate Copperas Cove from its regional peers based on its affordability for both businesses and residents.
 - 1.4.5. Promote Copperas Cove's value proposition for attracting targets through dedicated, site-related marketing and branding efforts (as an example, see action 3.1.5).
- 1.5. Support small business owners and entrepreneurs as significant constituencies of Copperas Cove's business community; coordinate those efforts with the Copperas Cove Chamber of Commerce.
 - 1.5.1. Create a central location to connect small businesses with information on supportive resources, such as financing and technical support.
 - Include services offered through the Texas Certified Development Company, Texas State University Small Business Development Center, and the McLennan Small Business Development Center.
 - Highlight the University of Texas at San Antonio Small Business Development Center for government contracting as a resource for pursuing procurement opportunities.
 - Tap into regional resources, such as the Service Corps of Retired Executives (SCORE) Austin mentorship network, to create a pool of local successful entrepreneurs as mentors.
 - 1.5.2. Coordinate with regional governments and organizations to promote regional small business networking and workshop opportunities.
 - Map existing assets within the local and regional ecosystem and create an online guide to small business resources, including financing and technical support services.
 - Evaluate the potential for a regional reverse pitch event to promote entrepreneurship.
 - Advocate for an event promoting procurement and contracting opportunities available through Fort Cavazos, as well as municipalities, county governments, and other government entities. Ensure that small businesses have access to procurement decision-makers (in government and large companies) and information about upcoming opportunities.

1.5.3. Expand existing local resources and events that support the small business and entrepreneurship communities.

- Further develop the “Start a Business” resource page on the City website by providing useful detail about City permitting and licensing information specific to new and existing small business owners.
- Grow the ShopCove Quarterly PopUp Markets and promote brick-and-mortar expansion opportunities to growing businesses.
- Create follow-on opportunities to Oscar’s Market for children vendors and the National Lemonade Day with the Copperas Cove Independent School District (ISD) and CTC to keep young entrepreneurs on an entrepreneurship path aligned with the City’s goals.

1.5.4. Support Copperas Cove’s large veteran and military-affiliated population interested in entrepreneurship and starting and growing their own small businesses.

- Create a partnership with Bunker Labs, an entrepreneurial support organization active in Austin that exclusively concentrates on veterans and their spouses/partners.
- Engage with veteran businesses to understand the assets and challenges of doing business in Copperas Cove and the greater region.
- Adapt small business guides to include veteran specific resources and information, such as the US Small Business Administration’s veteran-owned business assistance programming.
- Coordinate and communicate with Fort Cavazos to promote relevant resources with a consistent message for veteran small business owners.
- Recognize and promote small businesses that are veteran-owned or offer veteran discounts.

Case Studies and Examples

The High Ground of Texas. [The High Ground of Texas](#) is a partnership of over 75 members, including local governments, economic development corporations, chambers of commerce, and universities, from 67 counties in the Panhandle and West Texas regions. The organization has an executive director and a 15-person board comprised of foundation members, council of government representatives, and eight at-large members from across the region. The partnership collaborates through events and annual meetings to align initiatives in regional target industries and share economic development practices. Along with data about regional education institutions, workforce, and the overall economy, the website features a map tool highlighting local assets. Similar efforts can be emulated with the Grand Central Texas economic development partners to promote the Central Texas region, ultimately multiplying Copperas Cove’s resources for marketing by pooling together with regional partners. **CASE STUDY**

TWC Skills for Small Business. The Texas Workforce Commission’s [Skills for Small Business](#) grant program helps businesses with fewer than 100 employees access business development and entrepreneurship education. Up to \$2 million is available through the program, with eligible businesses receiving \$2,000 for new employees and \$1,000 for incumbent employees. Managers and business owners may be eligible depending on their job duties. Employees must be full-time and must undergo training at a public community college, like Central Texas College. **LOCAL EXAMPLE**

Goal 2. Placemaking and Site Development

Cultivate physical assets that bring the community together and enable new business and residential development.

Responsible development and redevelopment of available land is essential to maintaining competitive commercial and industrial sites. Similarly, a reliable inventory of shovel-ready sites is pivotal to attracting new businesses. Placemaking takes site development one step further by considering how physical and community assets interact with one another to shape the image of Copperas Cove. Placemaking informs patterns of community asset development attractive to skilled talent—including both current and future residents. To increase business-ready inventory, Copperas Cove and the CCEDC have begun pursuing industrial opportunities, such as a land swap with Fort Cavazos designed to support an intermodal project. Another major opportunity is represented by the numerous and recent federal grants the City has received to improve infrastructure, including for the Narrows Business and Technology Park. Continuing these efforts, in addition to cultivating Copperas Cove's sense of place, will not only ensure that businesses find suitable sites in the City, but also that their workforce is both attracted and retained.

A downtown-like, Main Street atmosphere is often the core aspect of a community's identity, representing a physical space created by the architecture of historic buildings, small businesses, public spaces, and community events. Copperas Cove must consider whether investments in the City's core should be directed at redeveloping the existing downtown or exploring new sites with the potential to create a compelling place to live, do business, and visit. The City's other existing commercial centers along US Business 190 represent opportunities for redevelopment, taking advantage of increased traffic because of the I-14 expansion. Availability of industrial property will be essential to the success of Copperas Cove's business development prospects. And, deploying funding for targeted infrastructure improvements will be critical as Copperas Cove prepares for future residential growth and aims to attract target industry businesses.



Continuing these efforts, in addition to cultivating Copperas Cove's sense of place, will not only ensure that businesses find suitable sites in the City, but also that their workforce is both attracted and retained.

Strategies and Actions

- 2.1. Reinforce Copperas Cove's image as a thriving community through downtown development that enables business growth, encourages community pride, and attracts tourists.
 - 2.1.1. Evaluate the quality and historical significance of buildings in the existing downtown, as well as property owners' interest in redevelopment.
 - 2.1.2. Align redevelopment or new investments with a form-based code that ensures aesthetic consistency and cultivates a distinct image representing the City (see strategy 3.1).
 - 2.1.3. Anchor downtown with a community-based, economic asset, like a new city hall or government services building that co-locates municipal and county services (see action 3.2.1). In addition to creating foot traffic for local businesses, an attractive, well-designed facility could serve as an aesthetic landmark drawing visitors downtown outside of regular business hours. Other examples of anchors include hotels, convention centers, and major retailers.

- 2.1.4. Create walkable, public spaces that can support events and allow for regular community gatherings.
- 2.1.5. Activate public spaces and provide equitable access to amenities, including public art installments.
- 2.2. Support initiatives for commercial and retail redevelopment through the City, especially along US Business 190, I-14, and in the existing downtown area.
 - 2.2.1. Support rezoning that allows for commercial development beyond the concentration of establishments along US Business 190, to meet future growth needs across the City.
 - 2.2.2. Build relationships with developers who have experience in strip mall redevelopment, either within the Fort Cavazos region or beyond.
 - 2.2.3. Use the BRE program to proactively address issues and identify redevelopment opportunities in the City's major retail districts: Town Square Shopping Center, Shops at Five Hills, and the existing downtown.
 - 2.2.4. Expand the business improvement grant to provide funding for aesthetic and structural improvements benefitting businesses and commercial property owners.
 - 2.2.5. Work with property owners to identify a suitable partner and location to establish an entrepreneurial hub, featuring accessible restaurant, retail, and office space for microbusinesses. Maximize the value of the hub for both tenants and the broader community by ensuring it is located near other assets and building connections through placemaking efforts.
 - 2.2.6. Leverage the Opportunity Zones to attract developers for new development opportunities. For example, one zone overlaps real estate near eastern US Business 190 and another overlaps the Narrows Business and Technology Park.
- 2.3. Improve the availability and range of industrial offerings in Copperas Cove to enable business growth.
 - 2.3.1. Evaluate existing industrial sites and aim infrastructure improvements to meet the needs of target industry projects, including water, wastewater, and electric.
 - 2.3.2. Ensure the Narrows Business and Technology Park is shovel-ready for high impact projects.
 - 2.3.3. Build relationships with developers to identify future industrial opportunities, especially along I-14 or in the extraterritorial jurisdiction (ETJ).
 - 2.3.4. Partner with Fort Cavazos on strategic land-swap opportunities, prioritizing sites for new industrial developments that can attract primary jobs.
- 2.4. Support additional community amenities and infrastructure development and maintenance based on Copperas Cove's growth patterns.
 - 2.4.1. Invest in infrastructure development and growth. As part of this investment, create a regularly updated data repository of available funding sources for economic and community development, including public and philanthropic opportunities.
 - 2.4.2. Host a design workshop to generate ideas for a high-end housing development and the necessary retail to support those homes.

Case Studies and Examples

Fate Downtown Revitalization. [Fate](#) is a northeast Dallas suburb with over 24,000 residents. As one of the fastest-growing cities in the state, Fate and its EDC began a downtown revitalization project in 2018 to improve its walkability, create developable lots, and foster mixed-use developments. The anchor for the city's growth is The Villages at Fate, an apartment complex with bottom-floor retail in central downtown. To spur project development and encourage community use, the city agreed to waive permit fees and collaborated with local businesses to offer utilities and parking. Following its success with the Villages, Fate now has at least four additional downtown developments in the works, highlighting momentum from a new downtown asset. **CASE STUDY**

Killeen Downtown Revitalization. The [Killeen 2040 Comprehensive Plan](#) sparked a community reinvestment movement when it was adopted in late 2022. Within a year, Killeen turned a mostly [vacant](#) downtown into a thriving hub for activity, with new businesses, a county annex, and the Killeen Civic & Conference Center. To accomplish this transformation, the city leveraged federal and state tax incentives and established a tax increment reinvestment zone (TIRZ) for downtown land acquisition, development, historic preservation, and street improvements. It also created the North Killeen Revitalization Program, which waived development fees and standards for approved projects to incentivize rehabilitation, expansion, and construction. Killeen's vision for strong public spaces and commercial revitalization fostered investment and pride from the residents, leading to a Texas Downtown Achievement [award](#) for Best Economic Game Changer in 2023. **CASE STUDY**

Form-Based Commercial Zoning. Located in the Dallas-Fort Worth Metroplex, the city of [Roanoke](#) (population 11,000) launched a four-phase Downtown Plan in 2004 to address concerns about declining tourism. In the first phase, the town adopted a form-based zoning code for Oak Street, its retail and restaurant center, ensuring new developments and restorations maintained a cohesive look and feel. Subsequent phases include converting an old saloon into the Roanoke Visitor Center and Museum, improving sidewalk and road infrastructure, and constructing a new City Hall. To finance these projects, Roanoke leveraged its AA bond rating to borrow \$8 million, supplementing existing capital funds. These investments have paid off, with Oak Street's transformation attracting numerous new restaurants and businesses to the area. **CASE STUDY**

Cedar Hill Government Center. Completed in 2008, Cedar Hill's 116,000-square-foot Government Center is the only local government facility in the US designed from the outset to house city services, school district offices, and the police department under one roof. Previously, these offices were scattered and aging, creating challenges for both the growing population and administrative workers. By consolidating them into a one-stop location, the city and school district aimed to improve efficiency, reduce taxpayer burdens, and enhance service delivery. The [Government Center development was funded](#) through city and school bonds prior to consolidation. The building's design incorporates local materials and Texas symbols like cedarwood interiors, limestone pillars, and clay tiles. Further, its strategic location next to the city's transportation center, historic downtown, and retail shopping village ensure connectivity across residents' daily needs. **CASE STUDY**

Grow DeSoto. The [Grow DeSoto marketplace](#) is a 26,000-square-foot microbusiness hub in the southwest Dallas-Fort Worth area. Once an ACE Hardware, the city and the DeSoto EDC collaborated with the building owner to repurpose it into 60 stalls, creating a retail space where small businesses could start and grow. The DeSoto EDC funded the venture through sales tax revenue and master-leased the space from the owner. After a successful entrepreneurial pitch day in 2017, the EDC started offering leases at a reduced rent and providing tenants with business and marketing training. The marketplace now spans a variety of local businesses, including food, health, beauty, and professional services. Its proximity to the city's major public assets, like K-12 schools and the DeSoto Community Outreach Center, allows the marketplace to serve as a central gathering space for residents. **CASE STUDY**

Salado Main Street. [Shoppes on Main](#) is a boutique marketplace on Salado's Main Street. Started in 2013 as the store of a local family, the marketplace has expanded over the past decade through partnerships with more than 25 small businesses, including clothing and crafts vendors, gift shops, and a café, all under one roof. Shoppes on Main has become a cornerstone of retail development and tourism in Salado's historic downtown, leading to marketing partnerships with the city through Visit Salado and [shopsaladotx.com](#).

CASE STUDY

Goal 3. Marketing and Branding

Promote Copperas Cove's assets and offerings to tourists, businesses, site selectors, developers, and investors.

The internal and external perceptions of a community play a significant role in its economic potential. The overall image of a community strongly influences the first impression made on businesses, visitors, and developers as they assess its opportunities. A poor image affects the external perception of a community's quality of life to important stakeholders, such as site selectors and skilled talent. Likewise, the lack of a cohesive identity undermines the desire to engage in civic affairs. Fort Cavazos is far and away the strongest influence on Copperas Cove. But the post represents its own, distinct community of active-duty servicemembers and trailing spouses/partners whose priorities are set by the US Army. As such, those servicemembers and spouses/partners inherently belong to Fort Cavazos, first, and Copperas Cove, second. If Austin is known for its tech industry (and being weird), Fredericksburg for its wine country, what is Copperas Cove known for, besides being near Fort Cavazos? Taking this question seriously is important to attracting and retaining both talent and businesses. While Copperas Cove cannot (and should not) try to distance itself from Fort Cavazos, the City's ability to improve its image and raise its profile can impact future visitor spending, skilled talent retention, and tax base diversification.



If Austin is known for its tech industry (and, being weird), Fredericksburg for its wine country, what is Copperas Cove known for, besides being near Fort Cavazos?

The City stands to benefit from community assets, which add depth to Copperas Cove's identity. For example, the National Mounted Warrior Museum is expected to attract an estimated 377,000 people in the first year. Copperas Cove can position itself to attract museum visitors and drive spending in the City. Additionally, there is an opportunity to tap into the esports industry as a community asset. The military uses esports for recruitment and training purposes, and with Copperas Cove having a large military population this industry will appeal to community members across the region. Not only can e-sports spur events attracting visitors, but it can also drive local career awareness of information technology careers. Finally, Copperas Cove's efforts to create a downtown-like atmosphere can serve as the center of the City's branding, projecting a compelling image of the lifestyle offered by Copperas Cove. From a business attraction perspective, regional marketing efforts and specific attention on the Narrows Business and Technology Park will help elevate Copperas Cove's immediate value proposition for new investments.

Strategies and Actions

- 3.1. Create consistent, compelling, and concise messaging about Copperas Cove that projects a distinctive identity to various audiences.

- 3.1.1.** Tailor the message to target audiences, including residents, visitors, businesses, site selectors, and developers by answering the question, “What does Copperas Cove have for me?”
 - 3.1.2.** Highlight the outdoor, cultural, and historical amenities that distinguish Copperas Cove from its regional peers. These might include the natural landscape, the golf course, independently owned local businesses, community diversity, and the Copperas Cove Historical Society.
 - 3.1.3.** Implement the Community Image and Urban Design recommendations in the *2020 Comprehensive Plan Update*.
 - Leverage the visibility of US Business 190 as the City’s central corridor.
 - Ensure major entry points feature signage announcing to residents and visitors that they are in Copperas Cove.
 - 3.1.4.** Elevate Copperas Cove’s visibility as a business destination by closely associating with the overall Fort Cavazos region (see action 1.3.4).
 - Work with Grand Central Texas partners to extend the CCEDC’s reach, ensure the City’s representation within the region, and align messaging.
 - Incorporate “The Heart of Texas” and “The Great Place” marketing phrases associated with Fort Cavazos.
 - 3.1.5.** Create a marketing strategy to attract industrial relocation and expansion opportunities to the Narrows Business and Technology Park.
 - Create online marketing materials dedicated to opportunities available in the Park that make the case for industrial investment from target industries, especially supplier manufacturing (see strategy 1.1). Ensure marketing aligns with the CCEDC team’s business intelligence data efforts (see strategy 1.3).
 - Compile a list of target companies based on the target industries and related intelligence provided in Appendix B: Target Industry Intelligence.
 - Leverage leads from regional economic development efforts (see actions 1.3.1 and 1.3.4).
 - Market the business park to real estate professionals and target companies. Highlight the park’s infrastructure, transportation access, and Opportunity Zone.
- 3.2.** Develop competitive assets that can draw tourists to Copperas Cove.
- 3.2.1.** Expand government facilities as a way to create a destination aligned with the City’s identity (see action 2.1.3).
 - 3.2.2.** Improve and expand parks and outdoor recreational opportunities Citywide, including conducting a feasibility study for a sports facility, exploring recreational attractions for tourism, and improving accessibility for people with disabilities.
 - 3.2.3.** Attract higher-end hotel options associated with national brands, especially to sites near the eastern edge of town and in alignment with downtown development efforts. Some example hotel chains include Hilton Garden Inn and Residence Inn by Marriott.

- 3.2.4.** Leverage the esports gaming community within the active-duty population as a potential tourism and entertainment asset associated with information technology industries.
- Work with Fort Cavazos leadership to understand and foster the local esports gaming community within the active-duty population.
 - Tap into the US Army Esports competition network to increase Copperas Cove’s visibility as a gaming-friendly military community.
 - Align marketing with a tech career day to leverage the military esports gaming community as a STEM career awareness asset for Copperas Cove’s labor pool, especially young residents.
- 3.2.5.** Poll residents about what they like and find special about Copperas Cove to generate ideas about existing assets to enhance the City’s value proposition as a destination.
- 3.3.** Partner with the Copperas Cove Chamber of Commerce to improve the marketing reach of Copperas Cove’s local community events and the City as a destination for regional visitors.
- 3.3.1.** Promote Copperas Cove as a landing spot for visitors to the National Mounted Warrior Museum.
- Collaborate with museum staff to ensure Copperas Cove is included in hotel, restaurant, and local amenity guides.
- 3.3.2.** Enhance marketing efforts for the City’s largest, annual events (Krist Kindl Markt, Rabbit Fest) to draw a regional audience.
- 3.4.** Establish a shared staff grant writer position to pursue funding opportunities for Copperas Cove projects.
- 3.4.1.** Identify potential funding sources, including state and federal programs, as well as philanthropic organizations.
- Create an inventory of these sources and the types of projects they fund, giving special attention to investments in military communities.
 - Call directly on staff of these potential funders to share information about Copperas Cove and learn about investment priorities and funding opportunities.
- 3.4.2.** Prepare needed materials and ensure relationships are in place to respond quickly to funding opportunities.
- Convene Copperas Cove economic development stakeholders to collaborate on federal grant applications and to show the community’s coordination.
 - Establish a process across City departments for evaluating potential projects to ensure that projects submitted for funding are likely to be successful.

Case Studies and Examples

Lampasas Attractions. [Lampasas](#) has successfully created a distinct identity by leveraging its outdoor amenities and rich history. The city emphasizes its heritage through marketing efforts that promote features like Hancock Springs, the oldest free flow pool in Texas. These pools and the surrounding parks drove Lampasas's reputation as a healing resort town in the nineteenth century. The community continues to celebrate its beginnings through events like the Spring Ho Festival. Similarly, Copperas Cove can craft a strong brand by embracing its own roots and signature events. The city's annual Rabbit Fest is a popular, family-oriented gathering that draws both locals and visitors, while Copperas Cove's agricultural and cowboy history, still evident on the west side of town, ties into its Western traditions. Copperas Cove's proximity to the scenic Texas Hill Country also offers an opportunity to highlight outdoor recreation and the beautiful natural landscape. By concentrating on these historical and natural features, Copperas Cove can build an identity that resonates with visitors and residents alike. **CASE STUDY**

Goal 4. Workforce Development

Coordinate with regional workforce entities to enhance Copperas Cove's competitiveness and support local talent pipelines.

Access to skilled talent remains a leading site selection factor as businesses and consultants assess communities. Communities that clearly showcase their talent base and collaborate with education, workforce, and regional partners are at a clear advantage. Securing a quality talent supply in an increasingly competitive labor market is essential. Copperas Cove has benefitted on a regional basis as an attractor of veterans, especially those who possess leadership, communication, and operations skills. Existing regional efforts to capture the educational attainment and career interests of veterans transitioning out of Fort Cavazos have long served to help the communities around the post present a more comprehensive picture of the region's labor pool to business development prospects. This existing data effort also represents an opportunity to enhance regional workforce development efforts. Regional collaborations with K-12, higher education, and workforce development stakeholders will help broaden employers' talent pools while ensuring residents have access to the primary jobs that the CCEDC aims to attract.

While the region's military talent is a significant asset, it also means that private employers are unable to access a substantial share of the local workforce. Fully leveraging this talent pool necessitates a regional collaborative approach among Fort Cavazos communities and higher education partners to provide seamless transitions from military service or education credential programs into specific career pipelines. With a coordinated regional effort to help those separating from service obtain the necessary training and credentialing, with emphasis given locally to Copperas Cove's target industries, the City can effectively support its employers and meet their workforce needs.

Copperas Cove is home to a quality school district and is within the orbit of Central Texas College, TAMU Central Texas, University of Mary Hardin-Baylor, and Temple College. Building on connections among Copperas Cove's economic development partners and the region's education and training providers will continue to enhance and align regional talent pipelines with the attraction of specific target industries, as identified in this plan. Targeted workforce development efforts can focus on the high percentage (34 percent) of working-age Copperas Cove



With a coordinated regional effort...with emphasis given locally to Copperas Cove's target industries, the City can effectively support its employers and meet their workforce needs.

residents who have completed some college but lack a degree—a percentage likely driven by Copperas Cove’s large veteran population, given this statistic also holds true for the educational attainment of veterans exiting the post. Finally, the local and regional nonprofit community represents an important workforce development asset and opportunity to attract additional philanthropic dollars to the community.

Strategies and Actions

- 4.1.** Enhance the partnership with local and regional education and workforce development organizations to improve the quantity and quality of labor available to Copperas Cove employers.
 - 4.1.1.** Promote the educational programs and wraparound services resources available through CTC, TAMU Central Texas, and Workforce Solutions Central Texas.
 - Broadly promote coursework opportunities for college-level students and adult workers pursuing continuing education leading to in-demand occupations.
 - Target Copperas Cove residents who have some college work, but who lack a degree, by encouraging degree completion for programs that lead to in-demand occupations that typically require an associate’s or bachelor’s degree as entry-level education.
 - Leverage the educational attainment and career interest data within the Fort Cavazos Veterans Inventory Initiative to tailor messaging to different audiences, such as veterans versus spouses/partners.
 - 4.1.2.** Partner with the ISD to ensure programmatic alignment with Copperas Cove’s talent needs.
 - Support initiatives that center on improving the foundational skills necessary for overall college and career readiness. The most in-demand common skills across target sector occupations include communication (written and verbal), customer service, management, and operations.
 - Encourage the alignment of career and technical education programs to the in-demand occupations within the target sectors.
 - Facilitate relationships among the school district and area employers to build the future talent pipeline for employers to meet their workforce needs.
 - 4.1.3.** Expand job training capacity to meet employer needs in high-demand occupations.
 - Promote apprenticeship and internship opportunities at the high school and postsecondary levels.
 - Facilitate ongoing points of contact among postsecondary institutions and employers.
 - Support higher education institutions in pursuing curriculum and programmatic expansions aligned with in-demand occupations.
- 4.2.** Help connect Copperas Cove jobseekers to employers and workforce development resources. Ensure wraparound service providers, especially childcare, are featured prominently in community outreach.
 - 4.2.1.** Continue the HireCove job fair and hiring partnerships with Workforce Solutions Central Texas.
 - 4.2.2.** Broadly promote hiring opportunities available through Copperas Cove employers.
 - Ensure Copperas Cove employers’ job postings are represented on the regional Employ Central Texas jobs search portal.

4.2.3. Help transitioning servicemembers from Fort Cavazos and their spouses/partners find employment in Copperas Cove and the region.

- Partner with regional economic development leaders to establish veteran talent retention initiatives based on the existing Fort Cavazos Veterans Inventory Initiative and Employ Central Texas job portal. The current inventory initiative helps economic development entities by providing a full picture of the region’s veteran workforce. But, this existing data infrastructure can also inform veteran-focused talent retention and workforce development programming.
- Directly address the difficulties veterans face when translating their military background, skills, and relevant training to civilian employment equivalents. For example, provide resources to transitioning servicemembers, veterans, and trailing spouse/partner candidates about civilian skills and education pathways, like the Military Crosswalk Search available through Occupational Information Network ([O*NET](#)) [OnLine](#).

4.3. Encourage collaboration among the regional economic development community and education, workforce, and nonprofit leaders to enhance regional economic competitiveness.

4.3.1. Advocate for the Grand Central Texas economic development partnership to drive a broad coalition of regional education, workforce, and relevant nonprofits leaders. The coalition should represent the interests of the regional economic development community in enhancing education and workforce development.

- Leverage the CCEDC’s relationships with neighboring cities to reinforce regional inclusion and ensure the total workforce development resources of the region are mutually understood and effectively deployed.
- Align the coalition with the P20 Central Texas Regional Council’s college and career readiness efforts to provide the perspective and priorities of regional economic development leaders.
- Through a data-driven approach, center the coalition’s goals around metrics and benchmarks most appropriate to address the community’s needs for workforce, education, and wraparound services.
- Ensure nonprofits providing workforce, education, and wraparound related services are included as leading stakeholders, especially those serving veterans and opportunity youth.

4.3.2. With regional economic development partners, engage the Central Texas Regional Pathways Council (part of the Texas Regional Pathways Network) as the state designated convener of K–12, higher education, and workforce development entities enhancing regional career pathways.

4.4. Improve the capacity of local and regional nonprofits providing workforce, education, and wraparound related services, especially those serving veterans and opportunity youth.

4.4.1. Encourage collaboration among education, workforce, and nonprofit leaders to reduce duplication of efforts and identify opportunities to expand nonprofit services.

4.4.2. Attract philanthropic capital to Copperas Cove and the region by targeting funding opportunities for which local and regional nonprofits are competitive.

- Develop targets based on the priorities of the workforce development-focused coalition (see action 4.3.1) to ensure targeting efforts align with identified gaps in regional services and drive the region’s collective economic development goals.

- Gather and profile data from K–12, higher education, nonprofit, workforce development, and veteran-serving organizations that tell a compelling story about the need in Copperas Cove and the region.
- Target funders who have historically invested in relevant nonprofit programs in military-adjacent, veteran-dense communities, such as the greater San Antonio and El Paso areas.
- Use the Philanthropy Southwest organization as a funding intelligence source by leveraging its data publications and networking events.

Case Studies and Examples

The Training Center of Central Texas. [The Training Center of Central Texas](#) is one of the top career schools in the Central Texas area, offering training in healthcare and construction occupations such as clinical medical assistant, dental assistant, phlebotomy technician, patient care technician, electrician, and solar energy technician roles. Students take classes and complete an externship to receive a certification in as little as six months. The program accommodates financial assistance options for military members, as it works with US Department of Veterans Affairs to accept My Career Advancement Account (MyCAA) scholarships, which provide \$4,000 in financial assistance for military spouses/partners, as well as the Texas Department of Assistive and Rehabilitative Services to fund veterans with disabilities. **LOCAL EXAMPLE**

The Work Opportunity Tax Credit. [The Work Opportunity Tax Credit](#) (WOTC) is a federal income tax benefit for businesses through the US Department of Labor. Businesses can qualify for the WOTC by hiring veterans who served a minimum of 180 days in active duty or have a service-related disability of at least 10 percent. Credits range from \$2,400 to \$5,600 per year depending on the veteran’s disability status and length of previous unemployment. **LOCAL EXAMPLE**

Mission: Workforce Alliance. New North, Inc., is the regional marketing and economic development corporation for 18 counties in northeast Wisconsin. In September 2024, New North, Inc., partnered with [Mission: Workforce Alliance](#), a Wisconsin program that helps businesses connect with transitioning servicemembers, to create a hiring portal. Businesses throughout the region can post job opportunities on the portal and seek resources to bolster their veteran-ready hiring practices. Candidates such as transitioning military servicemembers, trailing spouses/partners, and veterans can use the portal to translate their background experience into skills that employers have listed demand for, like data analysis, logistics, project management, and information technology. **CASE STUDY**

PLANNING CONTEXT

Core aspects of TIP’s three-phase strategic planning process included a robust stakeholder outreach effort, an economic analysis, and comparisons to benchmark communities located near a major military installation. Key findings from the quantitative analysis are summarized here. Major takeaways from the stakeholder engagement process are combined with economic insights in the strengths, opportunities, weaknesses, and threats (SWOT) analysis, which is summarized on page 25. Taken together, these findings framed the *Envision Copperas Cove* strategic action plan.

STRATEGIC ANALYSIS

TIP conducted a strategic analysis of Copperas Cove’s competitive position with comparisons to the Killeen-Temple, Texas metropolitan statistical area (MSA) and its component counties (Coryell, Bell, and Lampasas), the state of Texas, and the US. TIP also compared Copperas Cove to peer communities, which were selected based on similar population characteristics and proximity to major US military installations. Initial data collection began in June 2024 during TIP’s discovery phase and the analytical work continued into the final phase of the engagement. Representing TIP’s quantitative assessment of the City, the *Copperas Cove Strategic Analysis* was delivered to the CCEDC in August 2024 in an interactive data visualization, the menu of which is shown in Figure 4.

Figure 4. Menu of the Interactive Deliverable

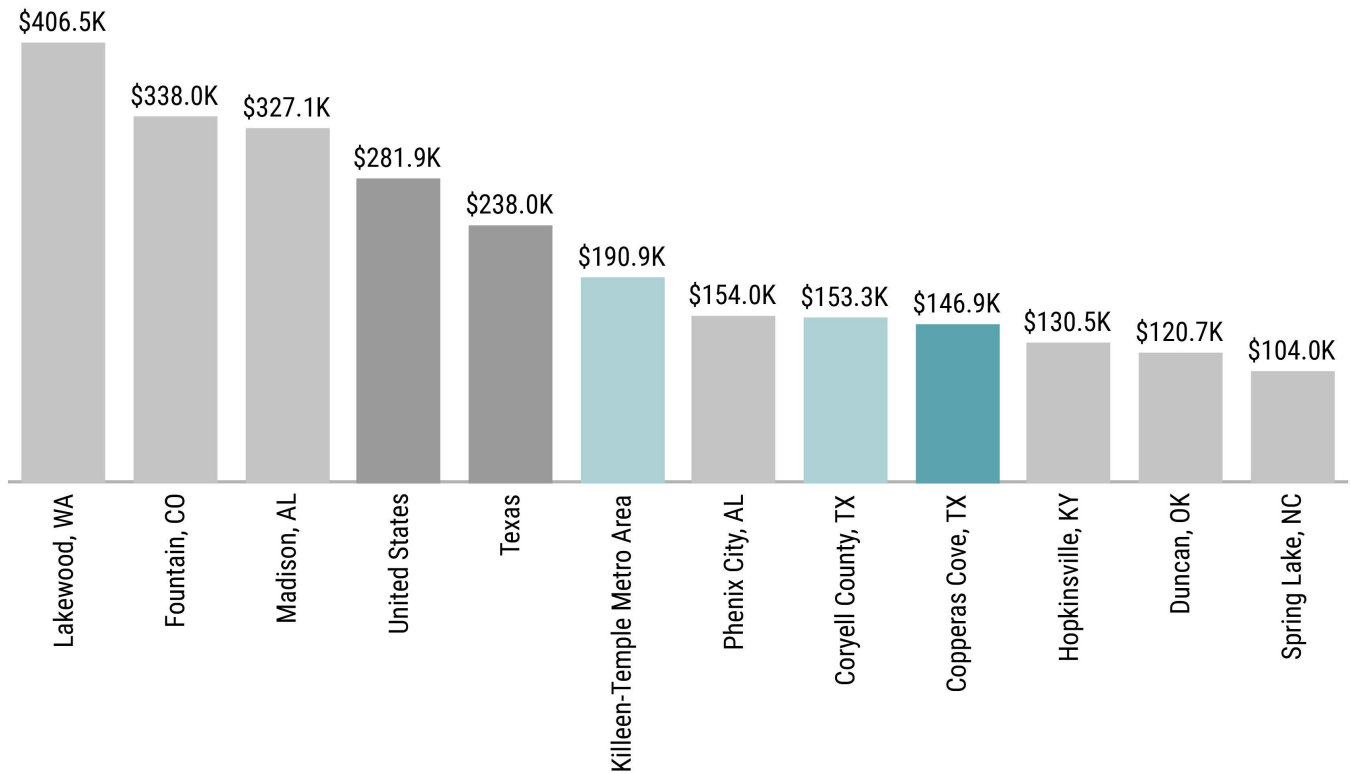


Source(s): TIP Strategies, Inc.

Copperas Cove’s affordability and location make it an attractive place to live.

Situated next to a major military post and between two rapidly growing metro areas in Austin and Dallas-Fort Worth, Copperas Cove’s location has allowed the City to enjoy steady residential and employment growth in recent years. Although it has not quite kept pace with the rapid population growth of the Killeen-Temple MSA, Copperas Cove has seen a nearly 60 percent population increase since 1990, with significant shares of arrivals coming from both elsewhere in Texas and other states. While Copperas Cove’s median household income is comparable to that of the Killeen-Temple MSA at \$64,800, its median home value is about \$44,000 less (Figure 5), making Copperas Cove a more affordable place to live than nearly all of its peer communities. As the gateway to Hill Country, the City’s natural beauty bolsters its residential appeal, while easy interstate access appeals to local employers by connecting the City to major Texas metro areas. Copperas Cove’s ability to offer a competitive standard of living represents a way for the City to leverage the region’s high retention rate of servicemembers. In fact, from the beginning of 2019 through the first quarter of 2024, quality of life was the most frequently cited reason why departing servicemembers chose to remain in Central Texas, selected by more than 40 percent of respondents to the Fort Cavazos Veterans Inventory Initiative surveys. As the City seeks to establish a distinct identity from its regional competitors, developing marketing that highlights both the high quality of life enjoyed by residents and the infrastructure and workforce assets enjoyed by employers will help Copperas Cove stand apart.

Figure 5. Median Value of Owned Homes, 2022
Owner-Occupied Housing Units



Source(s): 2022 American Community Survey (ACS) 5-year sample; TIP Strategies, Inc.

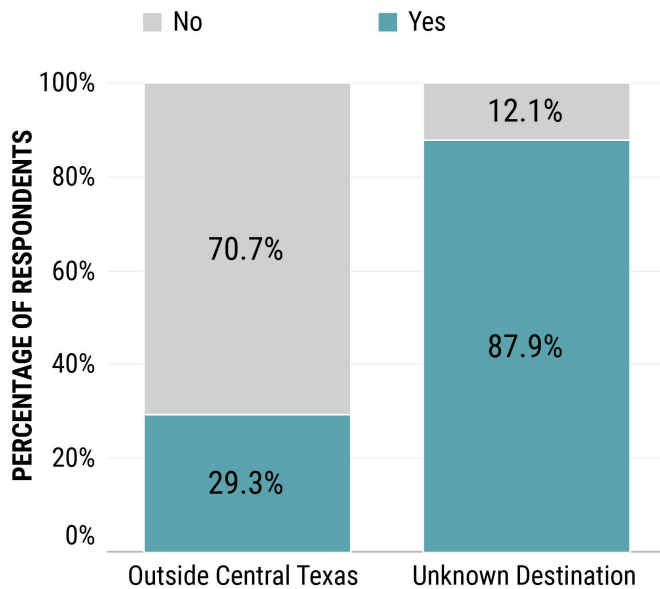
A large veteran population is an asset for the City’s workforce.

Among Copperas Cove’s adult civilian population, more than one-quarter of residents are veterans, representing a higher share than any of the City’s peer communities. According to the Veterans Inventory Initiative surveys, 38 percent of Fort Cavazos’ departing servicemembers have chosen to remain in Central Texas since the final quarter of 2019, with respondents commonly identifying the region’s high quality of life, employment opportunities, and higher education institutions as reasons for staying in the area (Figure 6). While the City must not be overly dependent on veteran talent, with the post’s employment dependent on US military operations, there are opportunities for Copperas Cove to improve its retention rate of these servicemembers. Among departing servicemembers who are leaving Central Texas, nearly 30 percent say that they would remain in the region if desirable employment were available. For those with no clear destination, this number nearly triples, with survey respondents selecting industries like Professional Services, Information Technology, Skilled Trades, and Healthcare & Life Sciences as their most desired employment sectors. Connecting the veteran population to local employers can allow the City to better retain existing servicemembers as they transition to civilian industries. Additionally, because of shared skills between military and civilian occupations, multiple common military operations within Fort Cavazos have the potential to feed into civilian occupations that are appropriate for target industries.

Figure 6. Fort Cavazos Departing Servicemembers—Retention Potential
Responses from the Veterans Inventory Initiative, 2019 Q1–2024 Q1

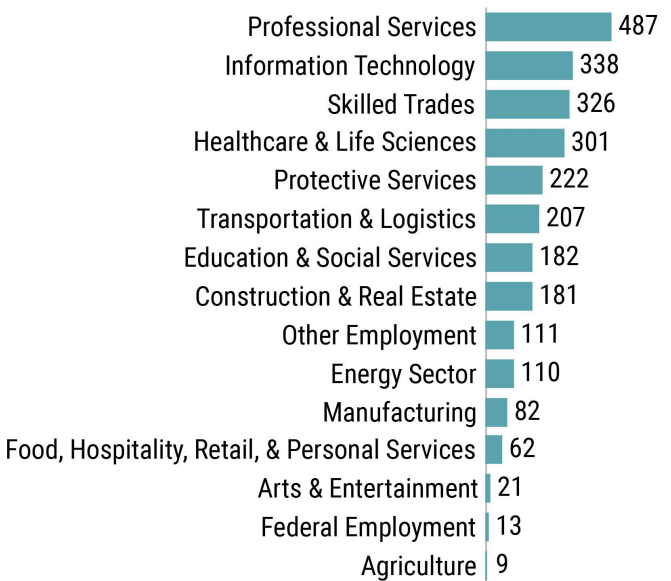
POTENTIAL TO STAY IN CENTRAL TEXAS

Would you stay in the region if desirable employment were available?



DESIRED EMPLOYMENT SECTOR

Types of desired post-military employment for servicemembers and spouses/partners



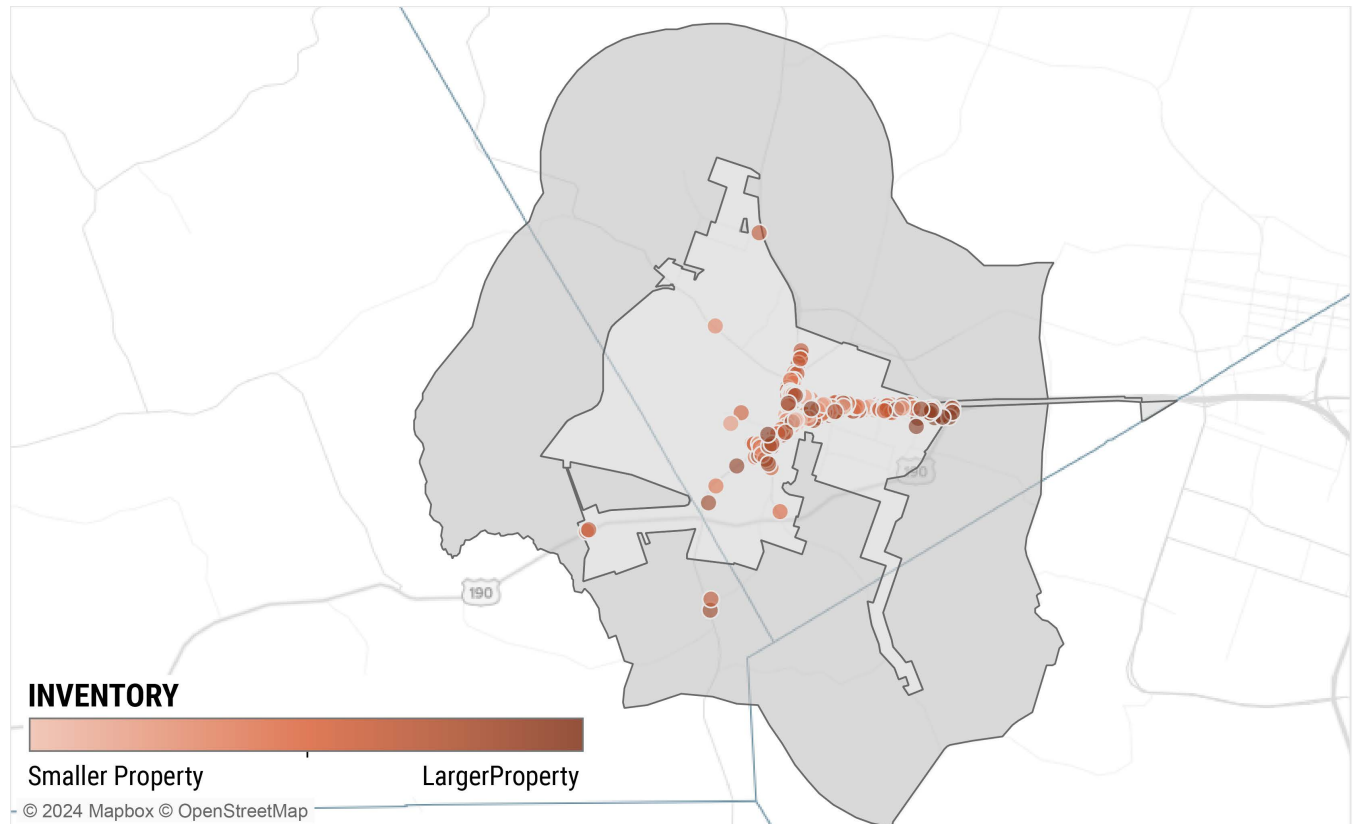
Source(s): Heart of Texas Defense Alliance, Fort Cavazos Veterans Inventory Initiative; TIP Strategies, Inc.

Note(s): Responses had the option to select more than one field of desired employment for themselves and their spouse/partner. Excludes contradictory responses and respondents who indicated spouse/partner would not seek employment.

Available real estate can be leveraged for both target industry attraction and placemaking.

Like much of the Killeen-Temple MSA, Copperas Cove is largely characterized by residential development. Property taxes make up most of the City’s revenues, and the majority of this property tax revenue comes from residential properties. Outside of the MSA’s two principal cities, Killeen and Temple, Copperas Cove issued more residential building permits than any other community in the metro in 2023. As the City pursues opportunities for future commercial development, it must evaluate its existing land use plans and real estate inventory. City zoning is largely tilted toward low-density and residential development, with commercial zoning and properties heavily concentrated along the US Business 190 corridor (Figure 7). With residential growth continuing to sprawl outward from the City’s main commercial corridor, advocating for additional commercial zoning will allow the City to better meet the retail needs of its expanding population. A limited and aging stock of industrial properties also presents the need to investigate opportunities for future industrial construction, whether this is through land-swap agreements with Fort Cavazos or priority given to infrastructure development to create shovel-ready sites elsewhere that appeal to target industry employers and site selectors. As the City pursues a distinct local identity, revitalizing Copperas Cove’s downtown with new retail and commercial real estate can help cultivate a City brand through retail destinations and community gathering places, while also increasing the stock of brick-and-mortar properties available to local entrepreneurs.

Figure 7. Retail Inventory
Copperas Cove City Limits and ETJ



Source(s): CoStar Group; TIP Strategies, Inc.
 Note(s): Darker reds indicate larger properties. Inventories are measured in square feet. All data are estimated by CoStar as of early June 2024 and represent a snapshot in time.

Equipping the local workforce for target industry occupations can increase local jobs.

Copperas Cove is an outward commuting City, with a higher number of resident workers than local jobs in every occupational group (Figure 8). Outside of two traded industry clusters—Business Services and Education & Knowledge Creation—that represent the City’s large employers, Copperas Cove has limited traded cluster strengths to serve outside markets. As the City seeks to add additional local jobs, aligning the workforce with target industry skills can both better capture this exported workforce and attract outside businesses. With servicemembers consistently exiting their military careers and entering the local civilian workforce, Fort Cavazos serves as a source of reliable, skilled talent. The majority of servicemembers who remain in Central Texas do not have a college degree, although about 34 percent have some college experience, creating an opportunity for expanded partnerships and target industry alignment with local higher education institutions. Similarly, the City’s overall population demonstrates a relatively high share of residents over 25 with some college education, making them prime candidates for middle skill opportunities. Central Texas College offers many vocational and career-related programs, while TAMU Central Texas offers upper-division programs geared toward non-traditional students. These schools create opportunities for both upskilling civilians and servicemembers of various education backgrounds to prepare for target industry jobs that require specialized skills and qualifications beyond those characteristic of candidates with military experience. With more than one-half of Copperas Cove residents under the age of 34, developing opportunities for young entrepreneurs through partnerships with local high schools and higher education institutions will further support the development of local businesses.

Figure 8. Occupational Employment Talent Surplus
Occupational Differences between Jobs and Employed Resident Workers, 2023



Source(s): US Bureau of Labor Statistics (BLS); Lightcast 2024.2—Quarterly Census of Employment and Wages (QCEW) Employees, Non-QCEW Employees, and Self-Employed; TIP Strategies, Inc.
Note(s): Copperas Cove, Texas, is approximated by ZIP Code 76522.

SWOT ANALYSIS

During the project’s discovery phase, the consulting team gathered qualitative input from local stakeholders in Copperas Cove concerning local economic development issues. In addition, TIP conducted quantitative data analyses to understand Copperas Cove’s competitive position in the region. The results of these efforts informed the following strengths, weaknesses, opportunities, and threats (SWOT) analysis.

The four components of a SWOT analysis can be defined as follows.

- **STRENGTHS.** Assets and resources that can be built on to grow, strengthen, and diversify the local/regional economy.
- **WEAKNESSES.** Liabilities and barriers to economic development that could limit economic growth potential.
- **OPPORTUNITIES.** Competitive advantages and positive trends that hold significant potential for the attraction of new businesses, investments, and skilled workers.
- **THREATS.** Unfavorable factors and trends (often external) that could negatively affect the local/regional economy.

Figure 9. Summary of SWOT Analysis for Copperas Cove

 Strengths	 Weaknesses
<ul style="list-style-type: none"> • Fort Cavazos (talent, contracting, community); great working relationship • Diverse, international community • Central location within Texas and equal proximity to major growth metro areas; steady residential growth • Leadership has growth mindset; excited to be part of Central Texas • Access to interstate transportation networks (intersection of I-14 and I-35) • Strong veteran support network (workforce, nonprofits) • Quality of life is the major reason to stay for exiting servicemembers (in Central Texas) • CTC and TAMU Central Texas • Strong ISD with interest in career and technical education • Proximity to Hill Country and natural beauty 	<ul style="list-style-type: none"> • City has not kept up with infrastructure; water supply issue in north/west; long list of deferred maintenance • Landlocked by the post and the topography of the Hill Country • Industrial, office, and retail inventory limited and aging • Fort Cavazos is overwhelmingly the largest employer; transient employment base • Lacking investment downtown; railroad • Lacking in a distinct identity as both a City and region (how to distinguish from greater Austin) • Few community-based amenities (restaurants, conference space, public gathering spaces); no square • Unclear how many Copperas Cove businesses are contracting with the post

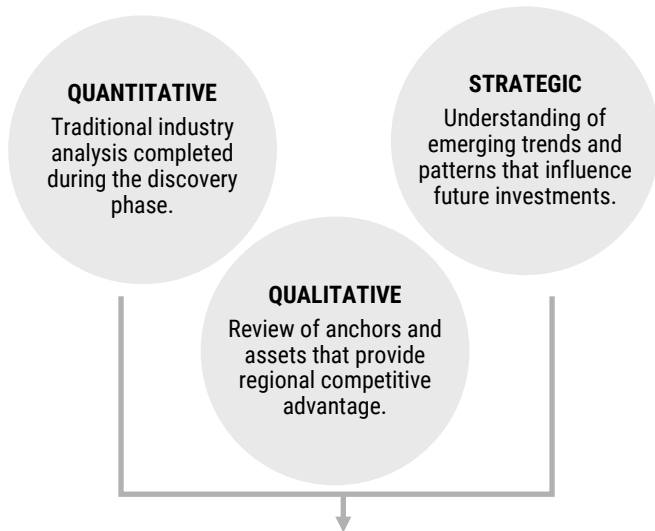
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Figure 9. Summary of SWOT Analysis for Copperas Cove, Continued

 Opportunities	 Threats
<ul style="list-style-type: none"> • Steady supply of reliable, skilled talent out of Fort Cavazos; data collection in place • Large veteran population (25 percent of residents 18 and older) and related resources • Expansion of I-14, proximity to US 281 and I-35 • Intermodal opportunity—Class I railhead land swap • Recent award of federal infrastructure dollars • Supplier attraction building on greater Austin advanced manufacturing growth • Growing relationship with BNSF Railway (\$400K grant) • Downtown and commercial revitalization; local government square/complex to anchor; move existing TIRZ; Cove Terrace/Town Square Shopping Center • Redevelopment opportunity—commercial space for microbusinesses • Increase the visibility of the City and region • Quality-of-life marketing opportunity with proximity to Hill Country • High-end residential • Entrepreneurial education via CTC • TAMU Central Texas trending toward younger students • Improve event hosting capacity within the City • Sports facility feasibility study, including potential to position the City as youth sports attractor 	<ul style="list-style-type: none"> • Insufficient local government relief from the state for the disabled veteran property tax exemption compared to growth • Low or no self-image • South and west areas of City are zoned to different school districts and are part of different counties • Attraction advantages of larger, neighboring communities (Killeen, Harker Heights, Temple) • Weak voter engagement • US military operations (force reductions, deployments)

APPENDIX A: TARGETING APPROACH

TARGET FRAMEWORK



ASPIRATIONAL TARGETS



ANALYSIS OF JOB POSTINGS

To determine real-time, in-demand occupations and specialized skill sets unique to this target in (near) real-time.

ANALYSIS OF LOCAL WORKFORCE CAPACITY AND READINESS

METHODOLOGY

The accepted framework for target industry analysis has traditionally relied on historical patterns of industry growth and concentration. But such methods reveal little about local workforce capacity and general preparedness for prospective investors.

TIP's methodology is more responsive to today's workforce environment. The TIP research and development team uses job posting data to reframe TIP's understanding of target industries from the employer's perspective—rather than simply through the lens of historical government statistics. TIP's analysts **first define target industries by grouping US Economic Development Administration (EDA)-defined industry clusters and subclusters (a framework developed by the EDA in conjunction with the Institute for Strategy and Competitiveness at Harvard Business School).**






For each target, TIP analyzes collective US job postings from the most recent two-year period. This approach differs from an industry-occupation staffing matrix, which can be dated and somewhat opaque as to where hiring demands are tightest. Carefully selected samples of recent job postings allow TIP to identify a target's most sought-after occupations and specialized skills in (near) real-time. Using interactive "what-if" tools, TIP then analyzes the local region's workforce readiness for targeted investments. This approach is devised to prompt strategic questions about the alignment of the region's talent pipeline with the current needs of employers.

Using an equity lens, TIP's analysis also documents patterns of occupational participation by race, ethnicity, gender, and age. Living wage thresholds are also considered for a mix of family household situations. This approach equips the local region with the information needed to plan for an inclusive, target-ready workforce.

APPENDIX B: TARGET INDUSTRY INTELLIGENCE

Target industry marketing should evolve over the five-year EDSP implementation, adapting to the City’s real-time priorities and resources. Trade associations, conferences, and industry publications can provide the CCEDC with networking opportunities and business intelligence that lead to business development outcomes. The following figures offer specific target industry examples and appropriate resources to support target industry attraction. Past and future conferences and events are included for planning purposes.

Figure 10. Target Industry Sectors with Illustrative Industry Examples

	<p>Technology Services</p> <ul style="list-style-type: none"> • Architectural and Drafting Services • Business Support Services • Computer Services • Consulting Services • Engineering Services • Software Publishers
	<p>Supplier Manufacturing</p> <ul style="list-style-type: none"> • Automotive Parts • Metal Mills and Foundries • Motor Vehicles • Household Furniture • Institutional Furniture • Office Furniture • Wood Cabinets and Woodwork • Process Equip. and Components
	<p>Technical Support Services</p> <ul style="list-style-type: none"> • Industrial Machinery and Distribution • Industrial Products and Services Wholesaling • Concrete Products • Developers • General Contractors • Highway and Street Construction
	<p>Transportation and Logistics</p> <ul style="list-style-type: none"> • Warehousing and Storage • Freight Transportation • Ground Transportation Support Activities • Trucking
	<p>Retail Destinations</p> <ul style="list-style-type: none"> • Gifts and Souvenirs Retailing • Hospitality Establishments • Recreational Facilities and Instruction • Furniture and Home Furnishings Retailing • General Merchandise Retailing • Jewelry Retailing

Source(s): TIP Strategies, Inc.

Figure 11. Target Industry Intelligence: Technology Services

TRADE ASSOCIATIONS
<ul style="list-style-type: none"> American Council of Engineering Companies https://www.acec.org/ Association for Computer Aided Design in Architecture www.acadia.org Association of Accredited Small Business Consultants www.aasbc.com Austin Contractors & Engineers Association www.aceatx.com Society for Human Resource Management https://www.shrm.org Software & Information Industry Association https://www.siiia.net Technology & Services Industry Association https://www.tsia.com Texas Association for Strategic Solutions and Collaboration in Computing https://www.tasscc.org Texas Society of Architects https://texasarchitects.org Texas Society of Professional Engineers https://www.tspe.org
RELEVANT CONFERENCES/EVENTS
<ul style="list-style-type: none"> TASSCC Annual Conference, 4-7 August 2024 (Houston, TX) https://www.tasscc.org/page/2024conference Gartner Tech Growth & Innovation Conference, 10-11 March 2025 (Grapevine, TX) https://www.gartner.com/en/conferences/na/tech-growth-us Texas Technology Summit, 19 March 2025 (Houston, TX) https://technologysummit.net/texas.html SIIA Business Information & Media Summit, 26-28 March 2025 (New Orleans, LA) https://www.siiia.net/bims2025/ TSIA World INTERACT, 29 April-1 May 2025 (Orlando, FL) https://www.tsia.com/conference/events ACEC Annual Convention & Legislative Summit, 18-21 May 2025 (Washington, D.C.) https://www.acec.org/education-events/events/future-conferences/ AIA25 Conference on Architecture & Design, 4-7 June 2025 (Boston, MA) https://conferenceonarchitecture.com/ SHRM25 Annual Conference, 29 June-2 July 2025 (San Diego, CA) https://annual.shrm.org/ ASCE Texas Civil Engineering Conference, 17-19 September 2025 (San Marcos, TX) https://texascecon.org/
TRADE PUBLICATIONS
<ul style="list-style-type: none"> <i>Business Process Management Journal</i> https://www.emerald.com/insight/publication/issn/1463-7154 <i>Fortune</i> http://www.fortune.com <i>Human Resource Management Review</i> https://www.sciencedirect.com/journal/human-resource-management-review <i>IEEE Software</i> https://www.computer.org/csdl/magazine/so <i>Journal of Computer Information Systems</i> https://www.tandfonline.com/journals/ucis20 <i>Journal of Engineering and Technology Management</i> https://www.sciencedirect.com/journal/journal-of-engineering-and-technology-management <i>Journal of Small Business & Entrepreneurship</i> https://www.tandfonline.com/journals/rsbe20 <i>Journal of Small Business Strategy</i> https://jsbs.scholasticahq.com/ <i>Journal of Systems and Software</i> https://www.sciencedirect.com/journal/journal-of-systems-and-software <i>PE Magazine</i> https://www.nspe.org/resources/pe-magazine

Source(s): TIP Strategies, Inc.

Figure 12. Target Industry Intelligence: Supplier Manufacturing

TRADE ASSOCIATIONS
<ul style="list-style-type: none"> • Alliance for Automotive Innovation https://www.autosinnovate.org • American Foundry Society https://www.afsinc.org • American Trucking Associations Technology & Maintenance Council https://tmc.trucking.org/ • Association of Woodworking & Furnishings Suppliers https://www.awfs.org • Auto Care Association https://www.autocare.org • Business and Institutional Furniture Manufacturers Association https://www.bifma.org • Industrial Supply Association https://www.isapartners.org/ • Motor & Equipment Manufacturer's Association https://www.mema.org • Process Equipment Manufacturers' Association https://www.pemanet.org • Texas Manufactured Housing Association https://www.texasmha.com • Truck and Engine Manufacturers Association https://www.truckandenginemanufacturers.org
RELEVANT CONFERENCES/EVENTS
<ul style="list-style-type: none"> • ARMA Annual State of Manufacturing Conference & Expo, 24 September 2024 (Austin, TX) https://arma-tx.org/events/post/annual-state-of-manufacturing-conference-expo-sponsored-by-pnc-bank • BIFMA Furniture Summit, 6–7 November 2024 (Grand Rapids, MI) https://www.bifma.org/page/FurnSumHome • Motor, Drive Systems & Magnetics Conference & Exhibition, 18–20 February 2025 (Tallahassee, FL) https://www.magneticsconference.com/ • PEMA 2025 Annual Meeting, 26 February–1 March 2025 (San Juan, PR) https://pemanet.org/events/list/ • ISA25, 31 March–2 April 2025 (Nashville, TN) https://isa25.isapartners.org/ • Manufactured Housing Institute Congress & Expo, 5–7 May 2025 (Orlando, FL) https://www.manufacturedhousing.org/events-landing/congress-and-expo/ • Furniture Manufacturing Expo, 11–12 June 2025 (Hickory, NC) https://www.furnituremanufacturingexpo.com/ • AWFS Fair, 22–25 July 2025 (Las Vegas, NV) https://www.awfsfair.org/ • Power Progress Summit Conference & Networking, 6 October 2025 (Louisville, KY) https://powerprogresssummit.com/ • Automotive Parts Suppliers Conference, 28–29 October 2025 (Nashville, TN) https://www.pma.org/APSC/
TRADE PUBLICATIONS
<ul style="list-style-type: none"> • <i>Aftermarket News</i> https://www.aftermarketnews.com/ • <i>Automotive Engineering</i> https://www.sae.org/publications/magazines/automotive-engineering • <i>Automotive Manufacturing Solutions</i> https://www.automotivemanufacturingsolutions.com/ • <i>Business of Furniture</i> https://bellow.press/ • <i>FDMC Magazine</i> https://www.woodworkingnetwork.com/fdmc • <i>Manufacturing Technology Insights</i> https://www.manufacturingtechnologyinsights.com/ • <i>MetalForming Magazine</i> https://www.metalformingmagazine.com/ • <i>MH Insider</i> https://mhinsider.com/ • <i>Modern Casting</i> https://www.moderncasting.com/ • <i>Production Machining</i> https://www.productionmachining.com/

Source(s): TIP Strategies, Inc.

Figure 13. Target Industry Intelligence: Technical Support Services

TRADE ASSOCIATIONS
<ul style="list-style-type: none"> American Rental Association https://ararental.org Associated Equipment Distributors www.aednet.org Associated General Contractors of Texas https://www.agctx.org Equipment Leasing and Finance Association https://www.elfaonline.org/ Independent Distributors Association https://www.idaparts.org Industrial Supply Association https://www.isapartners.org National Electronics Service Dealers Association https://nesda.wildapricot.org National Utility Contractors Association Texas https://www.nucateexas.com Texas Construction Association http://www.texcon.org Texas Land Developers Association https://texaslanddevelopers.org
RELEVANT CONFERENCES/EVENTS
<ul style="list-style-type: none"> Rockwell Automation Industrial Fair, 18–21 November 2024 (Anaheim, CA) https://www.rockwellautomation.com/en-us/events/automation-fair.html World of Concrete 2025, 19–22 January 2025 (Las Vegas, NV) https://www.worldofconcrete.com/en/home.html ARA Show, 29 January–1 February 2025 (Las Vegas, NV) https://arashow.org/ ELFA Equipment Management Conference & Exhibition, 23–25 February 2025 (Las Vegas, NV) https://www.elfaonline.org/education-networking/event-calendar AGC Annual Convention and Contractors Solutions EXPO, 8–10 April 2025 (Columbus, OH) https://sponsors.agc.org/2025-agc-event-calendar/ The Utility Expo, 7–9 October 2025 (Louisville, KY) https://www.theutilityexpo.com/
TRADE PUBLICATIONS
<ul style="list-style-type: none"> <i>AGC Texas Infrastructure Magazine</i> https://www.agctx.org/infrastructure-magazine.html <i>Automotive Purchasing and Supply Chain</i> https://magazine.automotivepurchasingandsupplychain.com/ <i>Builder</i> (Land/Development) https://www.builderonline.com/land/development/ <i>Concrete Construction</i> (Business/Contractors) https://www.concreteconstruction.net/business/contractors/ <i>Equipment Journal</i> https://www.equipmentjournal.com/ <i>Equipment World</i> https://www.equipmentworld.com/ <i>IEEE Consumer Electronics Magazine</i> https://ctsoc.ieee.org/publications/ieee-consumer-electronics-magazine.html <i>IMPO</i> https://www.impomag.com/ <i>Industrial Supply</i> https://industrialsupplymagazine.com/ <i>Journal of Equipment Lease Financing</i> https://www.leasefoundation.org/industry-research/journal-of-equipment-lease-financing/

Source(s): TIP Strategies, Inc.

Figure 14. Target Industry Intelligence: Transportation and Logistics

TRADE ASSOCIATIONS
<ul style="list-style-type: none"> • Council of Supply Chain Management Professionals https://cscmp.org • Intermodal Association of North America https://www.intermodal.org • International Warehouse Logistics Association https://www.iwla.com/ • National Association of Wholesaler-Distributors https://www.naw.org • National Defense Transportation Association https://www.ndtahq.com • National Freight Transportation Association https://nftahq.org • National Motor Freight Traffic Association https://nmfta.org/ • Texas Trucking Association https://www.texasrucking.com • Texas Warehouse Association https://www.texaswarehouseassociation.org • Transportation Intermediaries Association https://www.tianet.org
RELEVANT CONFERENCES/EVENTS
<ul style="list-style-type: none"> • TXTA Annual Conference, 30 July–2 August 2024 (San Antonio, TX) https://www.texasrucking.com/txta-annual-conference-main-page-2024/ • Future of Freight Festival, 19–21 November 2024 (Chattanooga, TN) https://live.freightwaves.com/f3-future-of-freight-festival-2024 • TIA Capital Ideas Conference, 9–12 April 2025 (San Antonio, TX) https://www.tianet.org/meetings/2025exhibit/ • American Supply Chain Summit, 1–2 May 2025 (Dallas, TX) https://supplychainus.com/ • IWLA Convention & Expo, 4–6 May 2025 (Tucson, AZ) https://iwla.com/iwla-convention-expo/ • Gartner Supply Chain Symposium/Xpo, 5–7 May 2025 (Orlando, FL) https://www.gartner.com/en/conferences/na/supply-chain-us • IANA Intermodal EXPO, 15–17 September 2025 (Long Beach, CA) https://www.intermodal.org/intermodalexpo • CSCMP EDGE 2024, 5–8 October 2025 (National Harbor, MD) https://www.cscmpedge.org • NDTA-USTRANSCOM Fall Meeting, 7–10 October 2025 (St. Louis, MO) https://www.ndtahq.com/events/fall-meeting/
TRADE PUBLICATIONS
<ul style="list-style-type: none"> • <i>American Journal of Transportation</i> https://ajot.com/ • <i>DC VELOCITY</i> https://www.dcvelocity.com/ • <i>Defense Transportation Journal</i> https://www.ndtahq.com/publications/defense-transportation-journal/ • <i>Journal of Supply Chain Management</i> https://onlinelibrary.wiley.com/journal/1745493X • <i>Logistics Management</i> https://www.logisticsmgmt.com/ • <i>Material Handling & Logistics</i> https://www.mhlnews.com/ • <i>Project Cargo Journal</i> https://www.projectcargojournal.com/ • <i>Supply Chain Digital</i> https://supplychaindigital.com/ • <i>Transport Topics</i> https://www.ttnews.com/ • <i>TXTA The Steering Wheel</i> https://www.texasrucking.com/the-steering-wheel/

Source(s): TIP Strategies, Inc.

Figure 15. Target Industry Intelligence: Retail Destinations

TRADE ASSOCIATIONS
<ul style="list-style-type: none"> • Association of Gift Boutique Retailers of America https://agbra.org • Association of Outdoor Recreation and Education https://aore.org/ • Embroiderers' Guild of America https://egausa.org • Home Furnishings Association https://www.myhfa.org • National Luggage Dealers Association https://www.luggagedealers.com • National Retail Federation https://nrf.com/ • Texas Association of Business https://www.txbiz.org • Texas Hotel and Lodging Association https://texaslodging.com • Texas Jewelers Association https://texasjewelers.org • Texas Recreation and Park Society https://traps.org • Texas Retailers Association https://www.txretailers.org
RELEVANT CONFERENCES/EVENTS
<ul style="list-style-type: none"> • Texas Small Business Expo, 28 January 2025 (Houston, TX) https://texassmallbusinessexpo.com/ • NRF '25 Retail's Big Show, 11–13 January 2025 (New York City, NY) https://nrfbigshow.nrf.com/ • Boutique Summit, 8–9 June 2025 (Dallas, TX) https://go.theboutiquehub.com/summit-2025 • Atlanta Market, 15–21 July 2025 (Atlanta, GA) https://www.atlantamarket.com/ • The Lodging Conference, 6–9 October 2025 (Phoenix, AZ) https://lodgingconference.com/ • AORE Outdoor Professional Conference, 4–8 November 2025 (San Diego, CA) https://aore.org/outdoorprofessionalconference.php • EGA National Seminar and Needlework Faire, 12–16 November 2025 (Dallas, TX) https://egausa.org/event/ega-national-seminar-2025/ • Furniture Today Leadership Conference, 2–4 December 2025 (Palm Beach, FL) https://leadershipcon.com/
TRADE PUBLICATIONS
<ul style="list-style-type: none"> • <i>Furniture Today</i> https://www.furnituretoday.com/ • <i>Gift Shop Plus</i> https://giftshopmag.com/ • <i>Hotel Business</i> https://hotelbusiness.com/ • <i>Journal of Fashion Marketing and Management</i> https://www.emerald.com/insight/publication/issn/1361-2026 • <i>LODGING Magazine</i> https://lodgingmagazine.com/ • <i>Parks & Recreation</i> https://www.nrpa.org/parks-recreation-magazine/ • <i>Restaurant Hospitality</i> https://www.restaurant-hospitality.com/ • <i>Retail Merchandiser Magazine</i> https://retail-merchandiser.com/ • <i>Retail Today</i> https://retail-today.com/ • <i>Shop!</i> https://shopassociation.org/

Source(s): TIP Strategies, Inc.



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contact@tipstrategies.com

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Economic Development Corporation

H.3

Meeting Date: February 26, 2025

Contact: Fred Welch, Executive Director, Copperas Cove EDC

Subject:

Consideration and action on approving the Plan of Work for FY 2024-2025. **Fred Welch, Executive Director, Copperas Cove EDC.**

History/Information:

In June 2024, the Copperas Cove EDC staff, along with the City Council, identified the following economic strategies during a joint workshop meeting regarding the strategic plan for the EDC:

- Small Business and Entrepreneurship
- Targeted Business Attraction
- Commercial Revitalization and Reuse
- Workforce Development
- Infrastructure Development and Housing

The Plan of Work attached outlines how staff will work towards the short-term and long-term goals of the organization with objectives and metrics for performance.

Financial Impact:

TBD

Action/Recommendation:

EDC Staff recommends that the Board of Directors approve the Plan of Work for FY 2024-2025, as presented by Fred Welch.

Attachments:

Proposed Plan of Work for FY 2024-2025



PLAN OF WORK FISCAL 2024-2025

GOAL 1: BUSINESS DEVELOPMENT - Team goal – Fred and Sean

Objective: Create a healthy, diversified commercial and industrial tax base and encourage a thriving local economy by retaining small businesses and promoting resources for entrepreneurs:

Strategies and Actions

1.1. Attract target industries based on community assets and regional labor pool.

- Technology services
- Supplier Manufacturing
- Technical Support Services
- Transportation and Logistics
- Retail Destinations

1.2 Develop a survey tool that assesses recommendations from the strategic plan – -

1.2.1 Use a customer relationship management (CRM) software program for managing a database of existing businesses in Copperas Cove. Assure BRE data, new prospect data can be maintained

1.2.2 Partner with the Copperas Cove Chamber of Commerce to identify businesses as targets for outreach in BRE.

1.2.3 Develop a visitation team of no more than 3 persons comprised of CCEDC, Copperas Cove Chamber, Board or staff members of CCEDC

1.2.4 Develop the process to assist small business owners in obtaining federal and state contracts from Fort Cavazos and the State of Texas

1.2.5 Continue with business round tables like the restaurant round table – add to the mix

- 1.3 Enhance relationships with regional partners to pool resources, streamline deal flows, market the region, and develop the workforce, all in service of growing the business base in the Central Texas region.
 - 1.3.1 Advocate for a regular meeting of regional partners participating in the Grand Central Texas economic development partnership to share information and streamline business attraction efforts through a deal flow plan, marketing of the skilled veteran workforce, and shovel ready site map for all communities across the region. **Fred – Q1 2025**
 - 1.3.2 Build a schedule of marketing events to support the targeted industries identified in the 2024 strategic plan internally and externally per the strategic plan recommendations.
 - 1.3.3 Expand the network of commercial real estate and development professionals who should be in Copperas Cove

1.4 Continue to support small business development -Anne

- 1.41.1.1 Research and develop a strategy for either a local or regional business resource center
- 1.41.1.2 Schedule and promote pop up events for small business owners
- 1.41.1.3 Development of resources for starting a business, permitting a business, financing a business
- 1.41.1.4 Coordinate online and virtual courses for starting a business in Copperas Cove
- 1.41.1.5 Develop mentoring and financing sources for business start ups (SBA, venture capital, other)

Goal 2 Placemaking and Site Development Fred, Sean

Cultivate physical assets that bring the community together and enable new business and residential development.

Strategies and Actions

- 2.1. Support initiatives for commercial and retail redevelopment throughout the City, especially along US Business 190, I-14, and in the existing downtown area. -Ongoing – Staff goal
 - 2.1.1. UP to date listings of available properties
 - 2.1.2. Regular meetings with the development community
- 2.2. *Workshop with council and CCEDC board on recommendations from 2025 strategic plan recommendations on development of top 3 priorities for redevelopment - April 2025 – Fred*
- 2.3. Develop a toolkit of resources to be used for redevelopment –(grants, TIF’s, 380 etc.) place on website and put into marketing materials – Fred, Sean – June 2025
- 2.4. Research and identify 3 new commercial/industrial sites for future development
- 2.5. Develop a strategy with the city for getting infrastructure and facility improvement grants
- 2.6. Visit one or two benchmark communities from the strategic plan (virtually or in person)

3 Goal 3. Marketing and Branding Sheena

Promote Copperas Cove's assets and offerings to tourist, business, site selector, and developer audiences

- 3.1 Brand the surrounding Fort Cavazos area as a strong regional business climate with committed economic development efforts and education and training opportunities to meet employer needs.
- 3.2 Develop external marketing materials for regional target industries highlighting the strategic benefits of the greater region.
- 3.3 Create consistent, compelling, and concise messaging about Copperas Cove that projects a distinctive identity to various audiences.
- 3.4 Highlight the outdoor, cultural, and historical amenities that distinguish Copperas Cove from its regional peers. These might include the natural landscape, the golf course, independently owned local businesses, community diversity, and the Copperas Cove Historical Society.
- 3.5 Plan for a developer day with outside commercial realtors and developers
- 3.6 Expand our social media outreach with targeted campaigns for industry recruitment

Goal 4. Workforce Development Brittany

Coordinate with regional workforce entities to enhance Copperas Cove's competitiveness and support local talent pipelines.

- 4.1 Align with CTC and Texas A&M University Central Texas (TAMU Central Texas) to ensure the development and sustainability of education and training programs leading to occupations in target industry sectors.
- 4.2 Target Copperas Cove residents who have some college work, but who lack a degree, by encouraging degree completion for programs that lead to in-demand occupations which typically require an associate's or bachelor's degree as entry-level education.
- 4.3 Help connect Copperas Cove jobseekers to employers and workforce development resources. Ensure wraparound service providers, especially childcare, are featured prominently in community outreach.
- 4.4 Broadly promote hiring opportunities available through Copperas Cove employers.
 - 4.4.1 Ensure Copperas Cove employers' job postings are represented on the regional Employ Central Texas jobs search portal and on the CCEDC job portal.
 - 4.4.2 Support higher education institutions in pursuing curriculum and programmatic expansions aligned with in-demand occupations. Development of career paths in degreed and non-degreed occupations
- 4.5 Help transitioning service members from Fort Cavazos and their spouses find employment in Copperas Cove and the region.
- 4.6 Continue the #HireCove job fair and hiring partnerships with Workforce Solutions Central Texas.

Economic Development Corporation

I.1.

Meeting Date: February 26, 2025

Contact: Fred Welch, Executive Director, Copperas Cove EDC.

UPDATE

1. Executive Director Report. **Fred Welch, Executive Director, Copperas Cove EDC.**
-

Economic Development Corporation

I.2.

Meeting Date: February 26, 2025

Contact: Sean Stevens, Senior Director, BRE, Copperas Cove EDC.

UPDATE

- 2. Senior Director, BRE Report. Sean Stevens, Copperas Cove EDC.**
-

Economic Development Corporation

I.3.

Meeting Date: February 26, 2025

Contact: Sheena Tanner, Marketing Director, Copperas Cove EDC.

UPDATE

3. Marketing Director's Report. Sheena Tanner, Copperas Cove EDC

Economic Development Corporation

I.4.

Meeting Date: February 26, 2025

Contact: Brittany Sanders, Workforce Specialist, Copperas Cove EDC.

UPDATE

- 4. Workforce Development Specialist's Report. Brittany Sanders, Copperas Cove EDC.**
-

Economic Development Corporation

I.5.

Meeting Date: February 26, 2025

Contact: Anne Seneca, Special Projects Coordinator, Copperas Cove EDC.

UPDATE

- 5. Special Projects Coordinator's Report. Anne Seneca, Copperas Cove EDC.**
-