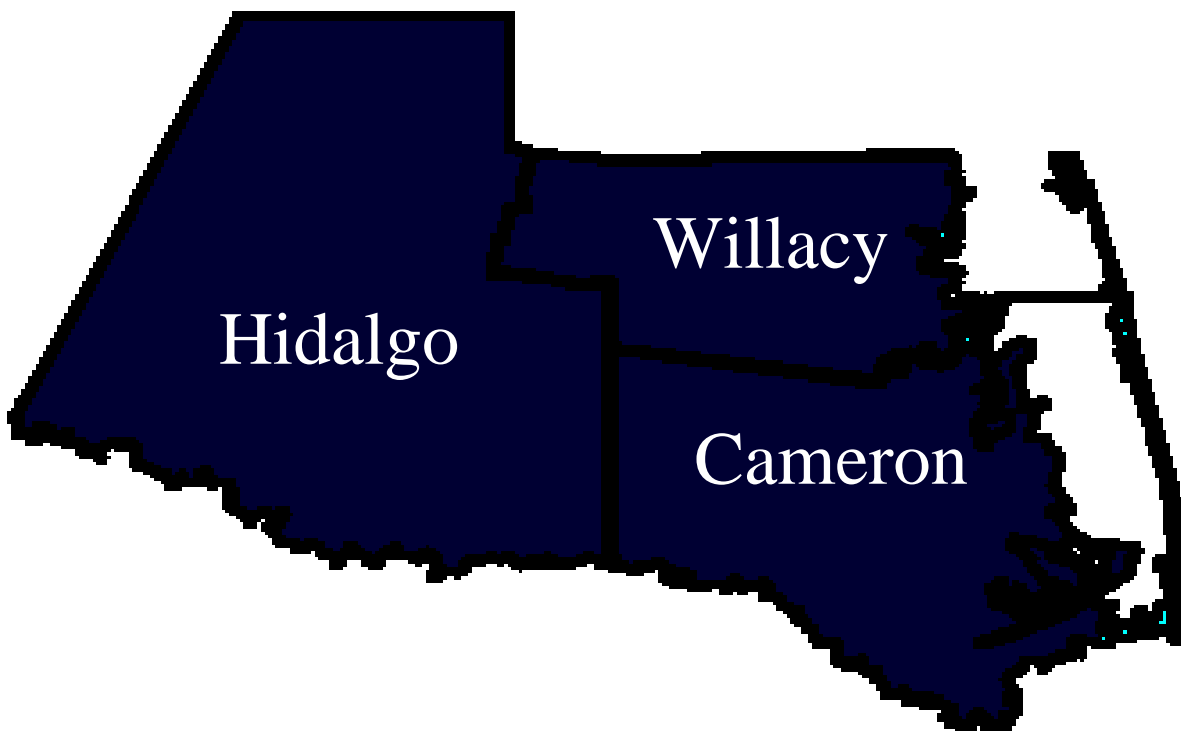


Regional Strategic Plan 2009 – 2014



Facilitated By:

**Lower Rio Grande Valley
Development Council**

TABLE OF CONTENTS

I. INTRODUCTION

Introduction	1
--------------------	---

II. LRGV REGIONAL DESCRIPTION

General Description of Region	3
-------------------------------------	---

III. VISION STATEMENT

Vision Statement	6
------------------------	---

IV. LRGV TRENDS

Trends	8
--------------	---

V. STRENGTHS & WEAKNESSES

Strengths	13
-----------------	----

Weaknesses	14
------------------	----

TABLE OF CONTENTS

VI. GOALS AND STRATEGIES

Economic Development	17
Health and Human Services	26
Housing and Shelter	43
Education and Training	52
Transportation	61
Public Safety	64
Homeland Security	68
Metropolitan Medical Response System	75
Criminal Justice	79
Water Resources	83
Environmental	89

VII. IMPLEMENTATION PROCESS

Implementation Process	93
------------------------------	----

VIII. LIST OF ACRONYMS & ABBREVIATIONS

Acronyms & Abbreviations	95
--------------------------------	----

I. INTRODUCTION

I. INTRODUCTION

The Lower Rio Grande Valley Development Council (LRGVDC) is a Regional Planning Agency formed under Texas Law to deal with problems and planning needs that cross the boundaries of individual local governments that require regional attention. The LRGVDC coordinates planning efforts, provides a regional approach to problem solving through cooperative action, and provides direct services. The LRGVDC also serves an important role in assisting state and federal agencies in their respective programs in the Region.

The LRGVDC has facilitated preparation of this Five-Year Strategic Plan that identifies the region's strengths, weaknesses, trends, vision statement, goals, objectives, specific tasks, potential resources, and expected outcomes for implementation over this five-year period. This regional planning effort comprehensively considered all of the needs within the Planning Region, and was accomplished through a public forum process that incorporated region-wide involvement.

The LRGVDC will continually seek to encourage plan implementation and will provide coordination to assessing its progress. Achievement of goals and strategies involves a broad spectrum of entities and individuals and no single party can be held responsible for implementation of all plan recommendations. However, through regional coordination of efforts, the Vision for this region can be realized. The LRGVDC's Annual Work Plan will be the implementation tool for this organization's contribution to the achievement of identified goals. Essentially, plan implementation will depend on regional cooperation and support received on the part of Valley residents, businesses, governmental officials, non-profit organizations, educational institutions, economic development organizations, and countless others that are stakeholders in the economic future of this region.

The LRGVDC will update this Strategic Plan every two years to ensure that this document will continually serve as a guide for the comprehensive future development of this three-county region. This documented strategic planning process supports LRGVDC's general legislative purpose (Local Government Code, Chapter 391), to "make studies and plans to guide the unified far reaching development of a region, eliminate duplication, and promote economy and efficiency in the coordinated development of a region".

II. LRGV REGIONAL DESCRIPTION

II. LRGV GENERAL DESCRIPTION OF REGION

The Lower Rio Grande Valley (LRGV) region includes the counties of Cameron, Hidalgo, and Willacy. This three-county area covers approximately 3,072 square miles, and is located in the extreme southernmost area of Texas. The area is bordered by Mexico to the south, the Gulf of Mexico to the east, and rural areas of Starr, Brooks, and Kennedy counties to the west and north.

The region is also very diverse. Each of the three counties is physically and economically unique. Cameron County lies at the tip of Texas and comprises 906 square miles. The county's total population is 391,857 (Texas State Data Center, Jan/08). It is home to the largest city in the three county region, Brownsville, which is also the county seat. The Laguna Atascosa National Wildlife Refuge is located in the northeastern part of the county.

Hidalgo County comprises the western half of the region and is the largest of the three counties spreading over 1,569 square miles. The southern half of the county is more densely populated and contains twenty-one of the county's incorporated municipalities and virtually all of its manufacturing and business operations. The largest city in this county is McAllen; however, the county seat is the City of Edinburg. The northern half is sparsely populated and is still largely agricultural. According to the Texas State Data Center Jan/08, Hidalgo County's population is 725,978.

Willacy County lies to the north of Cameron County and encompasses 597 square miles. It is the smallest of the three counties and it has a total population of 21,037 (Texas State Data Center Jan/08). Willacy County is primarily rural, having a few small cities and towns, and is home to agricultural, mining and ranching operations. The county seat of Raymondville is also its largest city with a population of 9,852 (Texas State Data Center Jan/08).

The Valley is extremely different from any other area of Texas and is also distinct from the rest of the border regions fronting along Mexico. The region is somewhat isolated from other metropolitan areas of Texas. It is 236 miles south of San Antonio and 152 south of Corpus Christi. The Valley, however, boasts seven ports of entry into Mexico, of which four bridges are located in Cameron County, and three bridges are located in Hidalgo County. Each County has one bridge dedicated to truck traffic, such as Los Indios in Cameron County which is located between Harlingen and San Benito and the Pharr Bridge in Hidalgo County.

The Valley currently has four navigation Ports along the Gulf of Mexico. They are: the Port of Harlingen, Port Mansfield, Port Isabel/San Benito and the Port of Brownsville. These ports link the Valley to the Gulf and East Coasts of the United States and various international ports.

These land and seaports provide routes for export of recyclable materials, agricultural products, and electronic appliances from the region. They provide easier access to a broader range of markets than may be feasible to reach by land from other areas of Texas, the United States, and Mexico.

There are three major transportation routes linking areas of the region: Highways US 77, US 83 and US 281. Highway US 83 runs east to west in the Valley from Brownsville to McAllen and westward out of Hidalgo County towards Laredo. US 77 is a north-south traffic highway, which begins at Brownsville, runs concurrent with US 83 to Harlingen and then north to Raymondville and out of Willacy County toward Kingsville and Corpus Christi. US 281 provides another north-south traffic highway. It begins at the Reynosa McAllen bridge in Hidalgo and runs through Pharr and Edinburg to the northern boundary of Hidalgo County and ends in Canada's front door. These highways enable high-speed travel between Valley cities and provide connections to major interstate highways outside the region.

In addition to land and water accessibility, the Valley has six airports. The largest commercial airports are located in McAllen and Harlingen; however, Brownsville airport is also providing commercial service. The airports located in Weslaco and Edinburg are developing into successful freight centers, and Cameron County has an airport located in the Laguna Madre area.

The Valley's climate features include a warm temperature and subtropical climate. The winters are dry and the summers are hot. Temperatures range from approximately 50 degrees in winter to about 95 degrees and higher in the summer. The warm season in the Valley averages approximately 330 days per year.

Due to the climate, the Valley has much to offer its newcomers and lifetime residents whether it be recreational or for business purposes.

III. VISION STATEMENT

III. VISION STATEMENT

The Lower Rio Grande Valley has established itself as the front door to the global marketplace because of its strategic location between Mexico, Canada, and the State of Texas. During the planning process of establishing goals and objectives for the Regional Strategic Plan, the following vision statement was discussed and established:

AS THE INTERNATIONAL FRONT DOOR TO THE GLOBAL MARKET PLACE, THE LOWER RIO GRANDE VALLEY IS COMMITTED TO ENSURE REGIONAL PROSPERITY TO ALL SECTORS AND ENHANCE THE QUALITY OF LIFE AND SECURITY TO ITS RESIDENTS.

IV. LRGV TRENDS

IV. LRGV TRENDS

Valley trends are very similar to state and national trends. A detailed listing of these trends is referenced on page 10.

The Valley also recognizes that in order to remain competitive it has to diversify its economy, support small business development, increase its technological capabilities, and maintain its labor force competitiveness and employability. These issues are crucial to the Valley's economic future.

Along with progress come challenges. The LRGV's urbanization has lead to a reduction of its wildlife habitat and a reduction of agricultural land. Lawsuit abuse continues to be a major problem in the Valley as well as the loss of some of its educated labor force. Small, rural cities are losing large numbers of college graduates. After graduation these students tend to stay in the larger, metropolitan cities outside of the LRGV Region.

LRGV TRENDS

- **DIVERSIFIED INTERNATIONAL MARKETS**
- **RECOGNITION OF TOURISM AS GROWTH INDUSTRY**
- **INCREASED TAX BURDENS**
- **INCREASE IN TECHNOLOGICAL CAPABILITIES/NEEDS**
- **SMALL BUSINESSES REMAIN AS PRIMARY EMPLOYERS**
- **INCREASING GOVERNMENTAL REGULATIONS**
- **RISING HEALTH CARE COSTS AND NEEDS**
- **SINGLE ACCESS CENTERS FOR ECONOMIC AND HEALTH & HUMAN SERVICES**
- **INCREASE DEMAND FOR SOCIAL INFRASTRUCTURE**
- **DIVERSIFICATION FROM AN AGRICULTURAL BASE**
- **SMALL CITIES CONTINUE TO EXPERIENCE BRAIN DRAIN AS COLLEGE GRADUATES LEAVE REGION FOR BETTER JOBS**
- **INCREASED DEMAND FOR SUBSTANCE ABUSE SERVICES**
- **CONSISTENTLY HIGH DROP-OUT RATE**
- **INCREASING NEED FOR AFFORDABLE/TRANSITIONAL HOUSING**
- **INCREASED COORDINATION AND SUPPORT OF REGIONAL STRATEGIC PLANNING**
- **STRENGTHENING OF BI-NATIONAL RELATIONSHIPS**
- **INCREASE DEMAND FOR REGIONAL/BI-NATIONAL COMMUNICATION AVAILABILITY**
- **RISING HEALTH CARE & MENTAL HEALTH COSTS AND NEEDS**

LRGV TRENDS (con't)

- **SINGLE ACCESS CENTERS FOR ECONOMIC AND HEALTH AND HUMAN SERVICES**
- **INCREASE COORDINATION AND SUPPORT OF REGIONAL STRATEGIC PLANNING**
- **LAWSUIT ABUSE**
- **RISING CRIME RATE**
- **INCREASE IN GANG RELATED CRIMES**
- **INCREASED COORDINATION AND SUPPORT OR REGIONAL STRATEGIC PLANNING**
- **INCREASE IMPORTANCE OF LIFE-LONG CONTINUING EDUCATION TO MAINTAIN LABOR FORCE COMPETIVENESS AND EMPLOYABILITY**
- **INCREASED AWARENESS OF ENVIRONMENTAL CONCERNS**
- **INCREASED DEMAND ON WATER SUPPLY**
- **URBANIZATION: A. REDUCTION OF WILDLIFE HABITAT
B. REDUCTION OF AGRICULTURAL LAND**
- **INCREASE IN POPULATION**
- **GROWTH OF AGING, JUVENILE AND PHYSICALLY & MENTALLY DISABLED POPULATION WITH RELATED NEEDS**
- **INCREASING NEED FOR AFFORDABLE HOUSING**
- **GROWTH OF DISABLED POPULATION**
- **INCREASE IN OBESITY AND DIABETES AMONG YOUTH**
- **INCREASED NEED FOR AFTER-SCHOOL TRANSPORTATION**
- **INCREASED DEMAND FOR SUBSTANCE ABUSE SERVICES**
- **INCREASED NEED FOR HEALTH & MENTAL HEALTH CARE**

V. STRENGTHS AND WEAKNESSES

V. STRENGTHS & WEAKNESSES

LRGV STRENGTHS
STRATEGIC GEOGRAPHIC LOCATION
HUMAN RESOURCES
A. ABUNDANT TRAINABLE WORK FORCE
B. YOUNG WORK FORCE
INFRASTRUCTURE
A. PORTS OF ENTRY
B. SHIPPING PORTS
C. RAIL
D. AIRPORTS
E. HIGHWAY SYSTEMS
F. PUBLIC TRANSPORTATION
HEALTH CARE FACILITIES
AVAILABILITY OF LAND FOR DEVELOPMENT
NATURAL RESOURCES
QUALITY OF LIFE
RECREATION
TOURISM
INTERGOVERNMENTAL COOPERATION
CULTURAL DIVERSITY (LARGE HISPANIC POPULATION)
CLIMATE
AVAILABILITY OF EDUCATIONAL AND TECHNICAL INSTITUTIONS
POSITIVE LABOR MANAGEMENT RELATIONSHIPS
MULTI COMMODITY INTERNATIONAL AGRICULTURAL INDUSTRY
GROWING MANUFACTURING AND BUSINESS SECTOR
GROWING EDUCATION INFRASTRUCTURE
COMMUNITY INVOLVEMENT IN FAITH BASED ORGANIZATIONS
SINGLE POINT ACCESS FOR INFORMATION
AVAILABILITY OF SOCIAL SUPPORT SYSTEMS

LRGV WEAKNESSES

HIGH UNEMPLOYMENT AND LACK OF SUSTAINABLE WAGES

LACK OF DIVERSIFIED ECONOMY

RAW WATER QUALITY AND QUANTITY

**MINIMAL RESOURCES FOR ECONOMIC DEVELOPMENT AND
PHYSICAL INFRASTRUCTURE**

**MINIMAL RESOURCES TO SUPPORT AN EFFECTIVE NETWORK
BETWEEN INDUSTRY, TRAINING AND EDUCATIONAL INSTITUTIONS**

MINIMAL HEALTH CARE ACCESS

ACCESS TO QUALITY HEALTH CARE

**MINIMAL RESOURCES TO SUPPORT BORDER NEEDS DUE TO
FEDERAL AND STATE MANDATES FOR UNDOCUMENTED
IMMIGRANTS**

**LACK OF AFFORDABLE/STANDARD/TRANSITIONAL HOUSING AND
RELATED INFRASTRUCTURE**

HIGH RATE OF POVERTY

**A HIGH DROP-OUT RATE INCLUDING LOW ATTAINMENT OF POST-
SECONDARY DEGREES**

**NEED FOR INCREASED BILINGUAL COMMUNICATION
ENGLISH/SPANISH**

**HIGH "JUVENILE" CRIME RATE AND LACK OF JUVENILE
DETENTION FACILITIES**

LACK OF CRIME PREVENTION SERVICES

HIGH CRIME RATE AND LACK OF INVESTIGATIVE RESOURCES

LACK OF ADEQUATE HEALTH CARE INSURANCE

**VULNERABILITY TO WEAPONS OF MASS DESTRUCTION EVENT
DUE TO PROXIMITY OF THE BORDER**

LRGV WEAKNESSES (con't)

HIGH TEENAGE PREGNANCY RATES AND SEXUALLY TRANSMITTED DISEASES

LACK OF ACCESS TO QUALITY AND AFFORDABLE CARE TO THE ECONOMICALLY DISADVANTAGED

LACK OF CONTINUUM OF CARE

LACK OF REGIONAL / RURAL TRANSPORTATION AND ADEQUATE POINT OF ACCESS

LACK OF OVERSIGHT ON FLOOD ZONE AREAS AND FOLLOW THROUGH ON PLANS

ACCELERATED POPULATION GROWTH OUTSTRIPPING INFRASTRUCTURE

LACK OF SUBSTANCE ABUSE SERVICES

BARRIERS AND LACK OF RESOURCES TO IMPROVE SUBSTANDARD HOUSING

BARRIER TO JOB TRAINING, EDUCATION AND CHILD CARE SERVICES

LACK OF MENTAL HEALTH CARE & SUBSTANCE ABUSE FACILITIES AND SERVICES

LACK OF YOUTH EMERGENCY SHELTERS

LACK OF SERVICES FOR ABUSED WOMEN & FAMILIES

LACK OF COORDINATION OF TRANSPORTATION TO YOUTH AFTER SCHOOL PROGRAMS

LACK OF AWARENESS PREVENTIVE HEALTH CARE

LACK OF COMMUNITY, EDUCATIONAL AND MEDICAL PREVENTIVE PROGRAMS AND DELIVERY SYSTEMS

LACK OF PLANNING FOR PREVENTIVE HEALTH CARE POLICIES

VI. GOALS AND OBJECTIVES

ECONOMIC DEVELOPMENT

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: Foster and Support Small Business and Entrepreneurial Initiatives for Domestic and International Markets

OBJECTIVE: Identify all Types of Small Business Needs and Opportunities

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Support the need for expanding and improving public infrastructure	EDA, LRGVDC/LRGVEDD, EDCs, Cities/Counties, Higher Education Institutions, USDA, SBA, Ports of Entry, Business Related State Offices	Increased and improved public infrastructure to attract economic development
Support the development of Small Business Incubators	USDA, EDA, SBA, Higher Education Institutions, Cities/Counties, Business Related State Offices, LRGVDC, EDCs	Promote and increase access to small business incubators
Promote Micro-loan and Revolving Loan Fund Programs	USDA, SBA, Cities/Counties, LRGVDC, Business Related State Offices, ACCION, SWCIC	Market and increase access to these funding sources
Promote and support rural business development	Cities/Counties, LRGVDC, EDA, USDA, SBA, Workforce Solutions, Cameron Works, Business Related State Offices	Increased rural business development and sustainability
Promote and support women-owned businesses	LRGVDC, Women's Business Organizations, SBA, Higher Education Institutions, EDCs, Chambers of Commerce, Business Related State Offices, SWCIC, Workforce Solutions, Cameron Works	Create women mentoring and business training programs
Support the development of educational entrepreneurial initiatives	Higher Education Institutions, School Districts, Non-Profit Mentoring Programs & Organizations, Civic Organizations, Workforce Solutions, Cameron Works, LRGVDC, EDA, Business Related State Offices	Develop educational entrepreneurial programs in schools and higher education institutions

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: Foster and Support Small Business and Entrepreneurial Initiatives for Domestic and International Markets

OBJECTIVE: Identify all Types of Small Business Needs and Opportunities

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Create and develop a business alliance for new or expanding businesses	Chambers of Commerce, EDCs, SBA, LRGVDC, SBDC, Business Related State Offices, Higher Education Institutions, Financial Lenders	Create a business alliance
Educate and inform Valley Legislators on the economic development needs of the small business community	LRGVDC, Cities/Counties, EDCs, Financial Lenders, Chambers of Commerce, SBA, Business Related State Offices, Economic Development Organizations	Increase funding and local resources
Access to affordable health insurance for self-employed small businesses	Insurance Companies, Insurance Co-Ops, Texas Insurance Association, Doctors Associations, Chambers of Commerce, CHIP Program, HIPP, Business Owners , Business Related-State Offices	Increase insured employees and increase job retention
Facilitate new business development through education of building requirements and planning regulations	Cities/Counties, SBA, EDCs, Chambers of Commerce, Higher Education Institutions, Business Related State Offices	Higher success rate of new businesses
Promote State and International incentive programs for small businesses	EDCs, USDA, LRGVDC, Cities/Counties, Local & International Chambers of Commerce, Financial Lenders, SBA, SBDC, Business Related State Offices, Public Libraries	Small Business Development Directory

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: Increase Domestic and International Trade

OBJECTIVE: To Encourage the Continued Expansion of Domestic and International Trade

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Continue to provide technical assistance to businesses for international trade	Foreign Trade Zones, EDCs, LRGVDC, Higher Education Institutions, Chambers of Commerce, USDA, EDA, US Dept of Commerce, Export Assistance Centers, Congressional District Offices, Mexican Consulates, Business Related State Offices	Increase activity on international trade
Create a small business trade program	EDCs, Cities/Counties, Higher Education Institutions, LRGVDC, Chambers of Commerce, EDA, USDA, Congressional District Offices, Mexican Consulates, Business Related State Offices	Develop programs to help link small businesses with companies who deal internationally
Support infrastructure development for ports of entry and navigation districts	Cities/Counties, EDCs, EDA, LRGVDC, Federal & State Agencies, USDA, NADBank, Ports of Entry, Navigation Districts, Congressional District Offices, Mexican Consulates, Business Related State Offices	Increase domestic and international trade
Support border security and training initiatives using high technology	US Customs and Border Protection Agency, EDA, EDC, LRGVDC, Cities/Counties, Chambers of Commerce, Higher Education Institutions, USDA, Business Related State Offices	Develop a regional border security and training facility to facilitate international trade

**ECONOMIC DEVELOPMENT
UPDATED 11/08**

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: Assist Rural and Urban communities to Incorporate Information Technology as a Tool for their Economic Development

OBJECTIVE: Provide Access to Information Technology to Rural and Urban Communities

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Identify resources to help rural and small urban communities to access and acquire technology	Higher Education Institutions, School Districts, LRGVDC, Federal/State Agencies, Texas Municipal League, Texas Association of Counties, USDA, EDA, Cities/Counties, Digital Communication Companies, Public Libraries, Homeland Security, HHSC, Boys & Girls Club, Business Related State Offices	Identify resources for grant availability
Support the expansion and financial assistance for technical and academic training	Cities/Counties, Higher Education Institutions, School Districts, Private Sector, USDA, EDA, Non-Profit Organizations, Workforce Solutions, Cameron Works, Boys & Girls Club, Business Related State Offices	Identify financial resources to expand technical training and education
Support changes in eligibility criteria to allow easier access to state funds for rural areas	Cities/Counties, Higher Education Institutions, School Districts, Private Sector, Non-Profit Organizations, Public Libraries, HHSC, Legislators, Business Related State Offices	Enhanced funding opportunities for rural areas
Promote the research and development of new technology for the purpose of job and wealth creation	Higher Education Institutions, Workforce Solutions, Cameron Works, EDCs Cities/Counties, Manufacturer Associations, Private Sector, Business Related State Offices	Attract high tech industries for the purpose of creating higher-paying jobs

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: Promote Research, Development, Marketing and Distribution of Agricultural/Aquacultural Products Appropriate to the Region

OBJECTIVE: Identify Markets for Locally Grown Agricultural/Aquaculture Products and Agricultural Services

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Support research for “alternate products” that can be grown in the Region	Ag/Aqua Farmers, Food Industry, Texas A&M Extension Services, USDA, Water and Irrigation Districts, Cities/Counties, Chambers of Commerce, LRGVDC, Business Related State Offices	Increase the number of alternate products produced
Support value added industries	Ag/Aqua Farmers, Food Industry, Texas A&M Extension Services, USDA, Water and Irrigation Districts, Cities/Counties, Chambers of Commerce, LRGVDC, Business Related State Offices	Enhanced marketing of value added products
Develop incentive programs and legislative action to encourage purchase of locally grown products	Ag/Aqua Farmers, Food Industry, Texas A&M Extension Services, USDA, Water and Irrigation Districts, Cities/Counties, Chambers of Commerce, LRGVDC, Business Related State Offices Legislators, School Districts, Health Care Facilities	Create legislative action and tax incentives for our local farmers

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: Increase Domestic and International Tourism

OBJECTIVE: Market the Region for its Recreational and Tourism Facilities

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Promote and expand historical preservation sites	Chambers of Commerce, LRGVDC, Cities/Counties, National & State Park Services, Historical Preservation Com., Media, Environmental Groups, EDCs, Private Foundations, Museums, EDA, Private Sector, Civic Organizations and Mexican Consulates, Coastal Conservation Associations, Business Related State Offices	Expansion of Historical preservation sites and increased marketing
Promote education on historical preservation and eco-tourism in schools	Same Resources Listed Above	Increased educational awareness and marketing of historical preservation and eco-tourism
Promote eco-tourism to our region	Same Resources Listed Above	Increased eco-tourism activities and a coordinated promotional tourist campaign
Promote the World Birding Centers regionally	Same Resources Listed Above	A World Class Birding Center, sub-centers through out the Valley, and increase eco-tourism and environmental awareness

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: Create and Expand Industries and Business Development in the Lower Rio Grande Valley

OBJECTIVE: To Create and Develop a Regional Marketing Strategy

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Identify and inventory existing marketing strategies	Cities/Counties, LRGVDC, Chambers of Commerce, EDC's, Business Related State Offices	Database of marketing strategies for the region
Develop a regional marketing strategy	Same Resources Listed Above	A "Regional" marketing strategy
Identify and promote International activities	Mexican Consulates, Media, Cities/Counties, LRGVDC, Chambers of Commerce, EDC's, Business Related State Offices	Increase international marketing opportunities
Promote "regional training conferences" on available resources from federal, and state governments	Cities/Counties, LRGVDC, Chambers of Commerce, EDCs, Business Related State Offices, federal and state government programs	Regional trainings on available resources
Update LRGVDC's regional community profiles	Lead Agency: LRGVDC, Chambers of Commerce, Cities/Counties, Utility Companies, EDC's, School Districts, EDA, State & Federal Agencies, Business Related State Offices	Update Valley profiles for each city

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: To Improve Flood Control/Drainage Systems

OBJECTIVE: Coordinate Flood Control/Drainage Systems throughout the Region

STRATEGY	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Support coordination of flood control activities for the Lower Rio Grande Valley	Drainage Districts, Water Districts, Irrigation Districts, Farmers/Ranchers, IBWC, TWDB, Cities/Counties, TCEQ, EPA, Private Sector, FEMA, Corp of Engineers, US Fish & Wildlife, Texas Parks & Wildlife, LRGVDC, Environmental Groups	Enhance flood control
To update FEMA maps in order to identify flood prone areas	SAME RESOURCES LISTED ABOVE	Updated FEMA maps to identify flood and drainage areas in need of attention
Support Federal funding opportunities to rehabilitate levees under jurisdiction of U.S. IBWC	SAME RESOURCES LISTED ABOVE	Adequate Levee System
Encourage establishment of a regional task force to address flood control and drainage issues	SAME RESOURCES LISTED ABOVE	Establishment of a Regional Flood Control/Drainage Task Force
Develop a regional flood/drainage plan and incorporate infrastructure initiatives	SAME RESOURCES LISTED ABOVE	Regional flood/drainage plan

HEALTH AND HUMAN SERVICES

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: To Develop a Comprehensive Network of Public/Private Service Delivery Systems that Promotes Healthy Communities

OBJECTIVE: Maximize Coordination and Partnership Building Between Federal, State and Local Agencies or Employers

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Support the continuation of a standardized set of data to be used by public and private sectors for service delivery	HHSC, LRGVDC, Private and Public Entities, School of Rural Public Health	Standard Data List to Facilitate Referrals
Support the expansion of a regional information and referral system	LRGVDC- AAA, Higher Education Institutions, State/Federal Agencies, Non-Profit Organizations, CCRGV, 2-1-1, TTC-MHMR, Adult Literacy, School of Rural Public Health	An operating system with annual update
Develop a free consumer-friendly resource guide to aid the community to locate specific services	Community Services, LRGVDC-AAA, Federal, State, and Local Service Providers, School of Rural Public Health	Empower communities, including seniors, to locate services with minimal effort and support
Develop family education programs that facilitate and promote self-help in managing stressful situations	UTPA Center on Aging and Health, LRGVDC, Red Cross and institutions of higher learning, non-profit organizations, TTC-MHMR, Financial Institutions, Job Readiness Training, Boys & Girls Clubs, School of Rural Public Health	Help alleviate family stress and promote caregiver wellness

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: To Develop a Comprehensive Network of Public/Private Service Delivery Systems that Promotes Healthy Communities

OBJECTIVE: Maximize Coordination and Partnership Building Between Federal, State and Local Agencies or Employers

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Increase accessibility and availability of parenting skill classes	LRGVDC- AAA, AVANCE, University Systems, State/Federal Agencies, Non-Profit Organizations, CCRGV, TTC-MHMR, and Adult Literacy, Day Care Providers, Headstart, Boys & Girls Clubs, School of Rural Public Health	Functional families
Support, Increase and Maintain eligibility and re-enrollment in State public supported assistance programs	Community Based Organization, non-profits, DSHS, Boys & Girls Club, LRGVDC, HHSC, School of Rural Public Health	Continues eligibility in state programs and inform the public
To provide preventive education services for substance abuse prevention for children, adolescents and families in need	DSHS MH/SA, SAMHSA-CSAP Rio Grande Valley Council, Inc., TTC-MHMR	Increase awareness of risks and consequences to substance abuse

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: Increase Professional Volunteer Opportunities to Utilize the Wealth of Experience and Talents Available in the Community

OBJECTIVE: Promote the Development, Improvement, and Enhancement of Existing Volunteer Organizations

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Develop a referral service that will link professional volunteers to areas of need	RSVP, United Way, DSHS, Volunteer Organizations, CCRGV, LRGVDC, Red Cross, Health and Human Services Commission-Office of Eligibility Services, School of Rural Public Health, Chamber of Commerce	Increase professional volunteer services to areas of need
Develop a clearinghouse of services and volunteers	RSVP, United Way, DADS, DSHS, Volunteer Organizations, LRGVDC, School of Rural Public Health, Chamber of Commerce	Create & maintain a database of volunteers Disseminate information to agencies and communities
Identify agencies that need volunteers	RSVP, United Way, DADS, DSHS, Volunteer Organizations, Community Council of the Rio Grande Valley, LRGVDC, School of Rural Public Health, Chamber of Commerce	Develop and maintain a roster of agencies that need volunteers
Implement a mentoring program for youth	Professional Organizations, Boys & Girls Clubs, Boys & Girls Scouts of America, Mana de Hidalgo, Youth Professionals	Increase awareness and outreach services for mentoring youth

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: To Identify & Enhance a Network of Public/Private Service Delivery Systems to Promote Healthy Communities

OBJECTIVE: Coordinate the Identification of Social Infrastructure Needs, including but not limited to Nutrition Access, Social Services access, Preventive Healthcare, Emergency Healthcare, and General Healthcare

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Conduct Public Forums to identify Regional Needs	LRGVDC, Private & Public Non-Profits Organizations, Coalition for Valley Families, HHSC, Metropolitan Medical Response System, Community Council of the Rio Grande Valley, School of Rural Public Health, Rio Grande Valley Council, Inc., UNIDAD Coalition	Identification of unmet needs and resources
Identify projects that meet identified needs	Rio Grande Valley Council, Inc., UNIDAD Coalition	Promote program to meet regional needs. Strategic prevention framework being implemented
Develop a Comprehensive Service Delivery Plan that incorporates service integration	LRGVDC, Private & Public Non-Profits Organizations, Coalition for Valley Families, HHSC, Metropolitan Medical Response System, School of Rural Public Health, TDADS, MHA, Rio Grande Valley Council, Inc., UNIDAD Coalition	Promote Comprehensive Service Delivery Plan for Health & Human Services Providers

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: To Identify & Enhance a Network of Public/Private Service Delivery Systems to Promote Healthy Communities

OBJECTIVE: Coordinate the Identification of Social Infrastructure Needs, including but not limited to Nutrition Access, Social Services access, Preventive Healthcare, Emergency Healthcare, and General Healthcare

<p>Expand and promote affordable health insurance program for the State</p>	<p>Cities/Counties, State/Federal Agencies, DSHS, HHSC, Health Insurance Companies, Service Providers, State Legislature, School of Rural Public Health</p>	<p>Develop a state wide health insurance plan</p>
<p>Support the development of a regional public hospital</p>	<p>Cities/Counties, State/Federal Agencies, DSHS, HHSC, Health Insurance Companies, Service Providers, State Legislature, School of Rural Public Health</p>	<p>Build a regional public hospital for the three-county area</p>

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: Promote Regional Services for Veterans in South Texas

OBJECTIVE: Generate Support for Veteran Programs

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Support Expansion of Veterans Outpatient Clinic and other Health Services	USDVA, Texas Veterans Land Board, all Veteran Organizations, School of Rural Public Health	Effective & efficient coordination of available services with existing healthcare programs for Veterans
Identify funding opportunities for Veterans and their families (include services for behavioral health and Post Traumatic Stress Disorder)	USDVA, Texas Veterans Land Board, Cities/Counties, LRGVDC, all Veteran Organizations, School of Rural Public Health, Rio Grande Valley Council, Inc. SAMHSA/CSAT	Support Funding for Veteran’s programs
Support the development of a new Veteran’s hospital	USDVA, Texas Veterans Land Board, Cities/Counties, LRGVDC, all Veteran Organizations, School of Rural Public Health	Build a Veteran’s Hospital for the Lower Rio Grande Valley

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: Improve Mental Health Status

OBJECTIVE: Maintain and Upgrade Mental Health Services Appropriate for the Population

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Develop a handbook of services available with credentials of staff, types of clients, etc.	C-BIRD, Mental Health Initiative Collaboration, TTC-MHMR, South Texas Center, Hospitals, School of Rural Public Health	A regional handbook for easier access to MH services
Discuss findings with mental health providers & policy makers	LRGVDC, C-BIRD, Mental Health Initiative Collaboration, TTC-MHMR, South Texas Center, Hospitals, School of Rural Public Health	Recommendations for specific improvements in services offered and in preventative measures
Develop educational materials on mental health for general public	LRGVDC, C-BIRD, Mental Health Initiative Collaboration, TTC-MHMR, South Texas Center, Hospitals, School of Rural Public Health	Increased public awareness of mental health issues
Seek federal and state legislative support for implementing process; seek other funding opportunities	DSHS, private foundations, National Institute of Mental Health, SAMSHA, School of Rural Public Health	Addition or reconfiguration of programs to achieve the most effective prevention
Assess and develop programs/facilities for vulnerable populations (e.g., children) for the RGV	C-BIRD, Mental Health Initiative Collaboration, schools, Boys & Girls Clubs, School of Rural Public Health, related organizations	A manual of programs available with target populations (e.g., after-school programs)
Recruit mental health providers	RAHC, higher education, HHSC, CBO's, Judicial System, School of Rural Public Health	Increase mental health services in the RGV

**HEALTH AND HUMAN SERVICES
UPDATED 11/08**

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: Improve Mental Health Status

OBJECTIVE: Maintain and Upgrade Mental Health Services Appropriate for the Population

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Discuss findings with local organizations & policy makers	LRGVDC, C-BIRD, Mental Health Initiative Collaboration, schools, Boys & Girls Clubs, School of Rural Public Health, related organizations	Recommendations for specific improvements in programs offered
Encourage public participation	LRGVDC, C-BIRD, Mental Health Initiative Collaboration, schools, Boys & Girls Clubs, School of Rural Public Health, related organizations	Increase public awareness of mental health issues
Seek federal and state legislative support for preventative programs and other funding sources	DSHS, private foundations, NIMH, SAMSHA, School of Rural Public Health	Addition or reconfiguration of programs to achieve the most effective prevention

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: Improve Substance Abuse Services for prevention and treatment

OBJECTIVE: Maintain and increase services to meet the continuum of care needs

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Obtain funding opportunities for universal, indicated, and selected population to prevent substance abuse in all populations	Rio Grande Valley Council, Inc., SAMHSA/CSAP, DSHS, Office of the Governor	Support funding for prevention in schools, communities, colonias and other rural areas. Funding approved for FY 09-11
Obtain funding opportunities for gaps in treatment services for all populations	Rio Grande Valley Council, Inc., SAMHSA/CSAT, DSHS	Support funding for treatment service expansion to underserved communities, such as an Adolescent Treatment facility in Cameron/Hidalgo
Develop resource materials on substance abuse prevention and treatment	Rio Grande Valley Council, Inc., SAMHSA, DSHS	Increase public awareness of substance abuse issues. Public Resource Center in Pharr/Brownsville
Seek federal and state legislative support for infrastructure development to meet gaps in services	Rio Grande Valley Council, Inc., SAMHSA, DSHS, NIH	Additional services to meet the continuum of care, improve access, and decrease substance abuse

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: Improve Substance Abuse Services for prevention and treatment

OBJECTIVE: Maintain and increase services to meet the continuum of care needs

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Assess and develop evidence based programs proven effective to the population	Rio Grande Valley Council, Inc., SAMHSA, DSHS	Resources of evidence based programs providers can implement. Approved through SAMHSA
Develop a provider network to increase services	Rio Grande Valley Council, Inc., DSHS, Private and Public provider organizations, professionals and coalition groups	Increase in substance abuse services in the RGV. Region 11 Plan for services submitted to DSHS

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: To Develop a Comprehensive Network of Public/Private Service Delivery Systems that promotes Healthy Communities

OBJECTIVE: Identify and Develop Programs to Prevent, Reduce and Control Type II Diabetes

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Assess current programs in the region and elsewhere	South Texas Center, other universities faculty and research findings (UTB, UTPA, etc.) local hospitals, local diabetes control programs, nonprofit organizations, CBO's, LRGVDC, School of Rural Public Health	Compendium of programs available with types of clients, efficacy, etc.
Discuss findings with community organizations, schools, healthcare providers & policy makers	LRGVDC, South Texas Center, other universities faculty and research findings (UTB, UTPA, etc.) local hospitals, local diabetes control programs, Nonprofit organizations, CBO's, School of Rural Public Health	Implementation of pilot programs and other changes to make interventions more appropriate
Develop informational materials on diskettes for the general public	LRGVDC, South Texas Center, other universities faculty and research findings (UTB, UTPA, etc.) local hospitals, local diabetes control programs, Nonprofit organizations, CBO's, School of Rural Public Health	Increased public awareness of appropriate diabetes control methods
Seek funding to support preventative efforts	CDC, NIH, private foundations, DSHS, nonprofit organizations, CBO's, School of Rural Public Health	Increased efficacy of diabetes prevention & control at all ages
Support the development of a Regional Diabetes Research Institute	American Diabetes Association, CDC, NIH, private foundations, DSHS, nonprofit organizations, CBO's, School of Rural Public Health	Build a Regional Diabetes Research Institute

**HEALTH AND HUMAN SERVICES
UPDATED 11/08**

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: Support and Improve Maternal and Infant Health Issues

OBJECTIVE: Use “Healthy Mother” Principles (PAHO) to Assess Services and Suggest Improvements

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Assess current services and health education approaches	South Texas Center, DSHS, medical association, Blue Book list of health practitioners, WIC, Holy Family Birthing Center, local organizations dealing with pregnancy, birth and infants, School of Rural Public Health	Compendium of available services for comparison with Healthy Mother points
Discuss findings with healthcare providers, community organizations and health policy makers	LRGVDC, South Texas Center, DSHS, medical association, Blue Book list of health practitioners, WIC, Holy Family Birthing Center, local organizations dealing with pregnancy, birth and infants, School of Rural Public Health	Identification of measures appropriate for local use
Develop informational materials on maternal and infant services	LRGVDC, South Texas Center, DSHS, medical association, Blue Book list of health practitioners, WIC, Holy Family Birthing Center, local organizations dealing with pregnancy, birth and infants, School of Rural Public Health	Increased public awareness of appropriate maternal and infant service use
Seek funding to support pilot programs and evaluation	CDC, NIH, private foundation, hospital foundations, WIC,, DSHS, School of Rural Public Health	Improved maternal and infant health; and reduced infant obesity

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: Use of Ergonomic Safety Approaches in Promoting Healthy and Safer Working Conditions for Farm Workers

OBJECTIVE: Improve Health of Farm Workers through Primary and Secondary Prevention

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Assess farm worker awareness of occupational safety; especially ergonomic practices	Texas Migrant Council, L.U.P.E., South Texas Center, DSHS, Migrant Health Promotion, Milagros Program at STC, Farm Bureau, USDA, United FARM Workers, School of Rural Public Health and other related agencies	Profile of safe and unsafe practices of farm workers when working in the fields
Discuss findings with farm workers, healthcare providers, community organizations and health policy makers	LRGVDC, Texas Migrant Council, L.U.P.E., South Texas Center, DSHS, Migrant Health Promotion, Milagros Program at STC, Farm Bureau, United FARM Workers, USDA, School of Rural Public Health and other related agencies	Identification of educational approaches for workers and where appropriate, employers
Develop educational/informational materials on farm workers	LRGVDC, Texas Migrant Council, L.U.P.E., South Texas Center, DSHS, Migrant Health Promotion, Milagros Program at STC, Farm Bureau, United FARM Workers, USDA, School of Rural Public Health and other related agencies	Increased public awareness of ergonomic safety
Seek funding to support pilot programs and evaluation	LRGVDC, Texas Migrant Council, L.U.P.E., South Texas Center, DSHS, Migrant Health Promotion, Milagros Program at STC, Farm Bureau, CDC, NIOSH, School of Rural Public Health, private foundations and other available funding sources	Develop effective pilot programs

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: Use of Ergonomic Safety Approaches in Promoting Healthy and Safer Working Conditions for Farm Workers

OBJECTIVE: Improve Health of Farm Workers through Primary and Secondary Prevention

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Use ergonomic approaches developed by the Centers for Disease Control and Prevention to evaluate and improve local practices	LRGVDC, Texas Migrant Council, L.U.P.E., South Texas Center, DSHS, Migrant Health Promotion, Milagros Program at STC, Farm Bureau, CDC, NIOSH, School of Rural Public Health, private foundations and other available funding sources	Improved ergonomic safety of farm workers

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: Improve Health of Farm Workers through Primary and Secondary Prevention

OBJECTIVE: Assess and Improve Farm Workers' Living Standards and Access to Medical Care

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Assess farm worker awareness of the health significance of living standards & FQHC's	Texas Migrant Council, L.U.P.E., South Texas Center, DSHS, Migrant Health Promotion, Milagros Program at STC, Farm Bureau, United Farm Workers, USDA, School of Rural Public Health and other related agencies	Profile of information farm workers possess about the health impact of living standards (e.g., crowding) and their access to FQHC's
Discuss findings with farm workers, healthcare providers, community organizations and health policy makers	LRGVDC, Texas Migrant Council, L.U.P.E., South Texas Center, DSHS, Migrant Health Promotion, Milagros Program at STC, Farm Bureau, United Farm Workers, USDA, School of Rural Public Health and other related agencies	Identification of educational approaches for workers and where appropriate, employers
Encourage public participation	LRGVDC, Texas Migrant Council, L.U.P.E., South Texas Center, DSHS, Migrant Health Promotion, Milagros Program at STC, Farm Bureau, United Farm Workers, USDA, School of Rural Public Health and other related agencies	Increased awareness on public health
Seek funding to support pilot programs and evaluation	LRGVDC, Texas Migrant Council, L.U.P.E., South Texas Center, DSHS, Migrant Health Promotion, Milagros Program at STC, Farm Bureau, CDC, NIOSH, private foundations, UFW, USDA, School of Rural Public Health and United Migrant Opportunity Services	Improved health of farm worker and their families

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: **Develop a Plan for Livable Communities for All Ages**

OBJECTIVE: **Assist Local Communities to Develop a Plan to Meet the Impact of an Aging Population and Maintain the Infrastructure for all Ages**

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Work with local community leaders to assess their resources within their communities	LRGVDC, Area Agency on Aging, Counties, Cities, Universities, Colleges, Private Sector, State and Federal Agencies, School of Rural Public Health	Development of a Livable Community for all ages
Work with local community leaders and the private sector to develop local plans	LRGVDC, Area Agency on Aging, Counties, Cities, Universities, Colleges, Private Sector, State and Federal Agencies, School of Rural Public Health	Development of a Livable Community for all ages
Provide training and technical assistance to local community leaders to address different aspects on the impact to their communities by an increasing aging population	LRGVDC, Area Agency on Aging, Counties, Cities, Universities, Colleges, Private Sector, State and Federal Agencies, School of Rural Public Health	Development of a Livable Community for all ages

HOUSING AND SHELTER

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: Provide Available, Decent and Adequate Housing for Valley Residents

OBJECTIVE: Assure Adequate and Affordable Housing Opportunities for Families in the Valley

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Promote efforts to reduce the number of substandard and dilapidated dwellings	LRGVDC, PHA, Habitat for Humanity, HUD, Community Dev. Org., Cities/Counties, Non-profit organizations, Coalitions, Secretary of State	Reduce the number of substandard and dilapidated dwellings
Provide Shelters and supportive transitional housing for the homeless	PHA, HUD, Community Dev. Org., Non-Profit Organizations, Cities/Counties, Victims of Domestic Violence, VAIL, MHA, Secretary of State	Increase shelter and transitional capacity for the homeless and for persons with special needs
Assist local governments in securing financing for adequate housing including migratory individuals, undocumented, penal released, MHMR	LRGVDC, PHA, Habitat for Humanities, HUD, Community Dev. Org., Financial Organizations, Cities/Counties, Private/public organizations, Secretary of State	Increase adequate and affordable housing
Encourage Valley communities to establish housing programs for families in need	LRGVDC, PHA, Community Dev. Org., Cities/Counties, UT/Pan American Co-Serve, Secretary of State	Increase adequate and affordable housing for families in need
Promote legislation to empower cities to control building permits in the cities' ETJ and all rural areas	Legislators, cities, Attorney General Office, TWDB, TCEQ, Secretary of State	Create legislation to eliminate dual subdivision plat process. Allow cities to issue permits

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: Provide Available, Decent and Adequate Housing for Valley Residents

OBJECTIVE: Assure Adequate and Affordable Housing Opportunities for Families in the Valley

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Identify families in need to include multi-family households	LRGVDC, PHA, Community Dev. Org., Cities/Counties, UT/Pan American Co-Serve, CVF, Secretary of State	Increase adequate and affordable housing for targeted groups
Develop support services to maintain individuals/families in their homes	LRGVDC, PHA, Community Dev. Org., Cities/Counties, UT/Pan American Co-Serve, CAP, Faith-Based Org, Utility Providers, VITA, CVF, Non-profit Organizations, Secretary of State	Reduce the occurrence of homelessness
Create a system of transitional housing units	Criminal justice systems, hospital, MFP (DADS), VAIL, CVF, Secretary of State	Availability of transitional units

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: Provide Available, Decent and Adequate Housing for Valley Residents

OBJECTIVE: Assure Adequate and Affordable Housing Opportunities for Families in the Valley

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Encourage the accommodation and compliance of affordable housing development within Planning & Zoning Ordinances	PHA, HUD, Cities/Counties, Community Dev. Org., LRGVDC, Secretary of State	Expand opportunities for affordable housing construction and integrate within existing infrastructure
Provide adequate infrastructure for the construction of affordable housing	PHA, HUD, Cities/Counties, Community Dev. Org., LRGVDC, Secretary of State, Private Sector	Expand opportunities for affordable housing construction
Provide workshops on home ownerships	CDC, CBO, Banks, non-profits, TX A&M, IRS, VITA, Outreach, Mortgage lenders, PHA, Secretary of State	Informed consumers regarding home ownership
Increase the region's 24-hour emergency shelter facilities.	Homeless Network of the Rio Grande Valley (HNRGV), Faith-based organizations, Housing Authorities, Non-profit Providers, Governmental Agencies, Secretary of State, Private Sector	Increase the community's housing resources for the homeless, responding to the identified needs and gaps in the community's continuum of care plan

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: Provide Available, Decent and Adequate Housing for Valley Residents

OBJECTIVE: Assure Adequate and Affordable Housing Opportunities for Families in the Valley

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Establish a case worker network that maintains caseworker proficiencies in available services and the use of HMIS.	HNRGV, United Way, existing service providers, Case Management Coalition, LRGVDC, Secretary of State	Develop increased capacity to provide key services designed to assist the homeless back to self-sufficiency and stabilized housing
Work with hospitals, jails, prisons, foster care agencies and treatment facilities to plan and coordinate the release of at-risk persons to assure that they have adequate community support systems.	HNRGV, Jails and Detention Centers, Hospitals, South Texas Health Systems, Secretary of State, Nonprofit Providers, Shelters	Develop a Memorandum of Understanding with institutions outlining steps to be taken by the community and the discharging entity to reduce the possibility of homelessness
Improve information and referral services. Encourage additional eviction counseling predatory lending education and homebuyer education programs.	HNRGV, Texas Rio Grande Legal Aid, Inc, Faith based Organizations, Goodwill Industries, Food Bank, Dentists Who Care, Hidalgo County Medical Health Clinic, Cameron County Medical Health Care Clinic, Secretary of State	Provide facilities and services to stabilize persons in crisis or in need of support to prevent them from falling into homelessness. Reach out to persons who might not otherwise engage in supportive services
Develop a strategic plan for a database on homeless population using HMIS, homeless surveys, counts and user data with specific benefits to all participating communities.	HNRGV, all homeless providers, all agencies serving at risk, all types of media outlets, Faith Based Organizations, UPTA & UTB, Housing Authorities, School Systems, Civic Groups, Business Community, LRGVDC, Region One, Secretary of State	Improve community education on the needs, conditions, characteristics of homeless persons and how they can be assisted to become self-sufficient

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: Provide Available, Decent and Adequate Housing for Valley Residents

OBJECTIVE: Assure Adequate and Affordable Housing Opportunities for Families in the Valley

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
<p>Develop an HMIS system that provides information needed for the partnership with the Balance of State Continuum. Conduct a homeless count at least bi-annually and shelter-transitional housing count annually</p>	<p>HNRGV, Texas Homeless Network, Secretary of State, all homeless housing and service providers</p>	<p>Development of a Homeless Management Information System (HMIS) in the Valley to provide key providers data to update strategies on programs and housing for the HNRGV</p>
<p>Establish a strong Financial Resources Plan designed housing and service projects to assist the homeless and prevent residents from falling into homelessness</p>	<p>HNRGV, City and County Governments, Secretary of State, Faith Based Organizations, The United Way in all Counties</p>	<p>Maintain sustainable county budgets to increase funding of homeless and homeless prevention projects/activities</p>

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: Provide Available, Decent and Adequate Housing for Valley Residents

OBJECTIVE: Assure Adequate and Affordable Housing Opportunities for Families in the Valley

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
<p>Maintain safety net housing programs. Encourage existing agencies to maintain communications with Texas Homeless Network</p>	<p>HNRGV, Secretary of State, all existing provider agencies</p>	<p>Assurance that existing programs that provide key housing and supportive services to the homeless and at-risk persons are maintained</p>
<p>Establish a strong proactive Continuum of Care to develop and coordinate the implementation of the strategic homeless plan and to provide a process for responding to new needs of the homeless</p>	<p>HNRGV, Secretary of State, Executive Committees of Hidalgo, County Homeless Coalition and Cameron County Homeless Partnership, all homeless providers, local governments, Housing Authorities</p>	<p>Conduct a planning process to develop a 5-year plan to reduce homelessness. Include sub-plan to reduce chronic homelessness with an annual review. Seek long-term funding to support Continuum of Care activities. Assure the organization meets regularly throughout the year</p>

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: Provide Adequate and Affordable Housing for the Elderly and Individuals with “Special Needs”

OBJECTIVE: Assure Adequate and Affordable Housing Opportunities for the Elderly and Individuals with “Special Needs”

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Promote the development of affordable housing facilities for the elderly and citizens with special needs	PHA, HUD, DARS, Community Dev. Org., USDA, Cities/Counties, TTC-MHMR, VAIL, LRGVDC, Secretary of State	Increase housing opportunities for the elderly and individuals with special needs
Promote educational awareness of housing needs for individuals with special needs	PHA, HUD, Department of Adult Protective Services, DARS, Community Dev. Org., Cities/Counties, TTC-MHMR, VAIL, LRGVDC, Secretary of State	Increase housing opportunities for individuals with special needs
Develop a support services network to serve the elderly & special needs in affordable housing	Non-profits, APS, Cities/Counties, PHA, (DADS) MFP, LRGVDC, Secretary of State, Hospitals and faith based organizations	Integrated network that provides support services to target populations

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: Provide Adequate and Accessible Emergency Shelter for Children

OBJECTIVE: Assure Emergency Shelter Availability for Children in the Valley

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Promote the development of an emergency shelter for children (Ages 0 – 17)	Cities, Counties, Federal & State funding, United Way, Private Foundation, HUD, Philanthropists and Law Enforcement	Establishment of a emergency shelter for children

EDUCATION AND TRAINING

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: **Develop a Regional Coordinated System**

OBJECTIVE: **Central Depository of Data/Information for the Region**

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Explore benefits of Regional MSA designation	LRGVDC, Cities/Counties, private and non-profit public organizations	Application for MSA
Identify a central data collection agency	LRGVDC, Cities/Counties, Universities, private and non-profit public organizations	Regional database
Develop a standardized data set	LRGVDC, Cities/Counties, Universities, private and non-profit public organizations	Common information
Develop models for public dissemination of information	LRGVDC, Cities/Counties, Universities, private and non-profit public organizations	Available information on billboards and websites

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: To Mobilize Education and Training Resources into a Seamless System

OBJECTIVE: Improve Access to Resources Opportunities for Education Entities

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Encourage coordination of adult education providers	Educational Institutions, Tech Prep, School Districts, Region One, Public Libraries and Public Library Systems, CCRGV, Advisory and Non-Profit Org., Literacy Task Force, Charter Schools, Workforce Solutions and Cameron Works	Increase public access to resources for adult education
Encourage access to Internet resources	Educational Institutions, Tech Prep, School Districts, Region One, Public Library Systems, CCRGV, Advisory and Non-Profit Org., Literacy Task Force, Charter Schools, Workforce Solutions and Cameron Works	Increase public access to internet resources
Identify all multi-lingual educational programs	Educational Institutions, Tech Prep, School Districts, Region One, Public Library Systems, CCRGV, Advisory and Non-Profit Org., Literacy Task Force, Charter Schools, Workforce Solutions and Cameron Works	Increase multi-lingual educational opportunities

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: To Mobilize Education and Training Resources into a Seamless System

OBJECTIVE: Improve Access to Resources Opportunities for Education Entities

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Encourage educational opportunities for attaining post-secondary degree	Cities/Counties, RGVP, Institutions of Post-Secondary Education, School Districts, Region One, VIDA, Non-Profit Organizations, Charter Schools, Workforce Solutions and Cameron Works	Increase number of graduates with post secondary degrees
Encourage educational opportunities for leadership training and development	Education Institutions, Tech Prep, and School Districts, Region One, VIDA, Non-Profit Organizations, Charter Schools, Workforce Solutions and Cameron Works	Increase number of community leadership pool

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: To Mobilize Education and Training Resources into a Seamless System

OBJECTIVE: Improve Access to Resources Opportunities for Education Entities

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Promote life-long continuum (Pre-K and beyond) programs for drop-out prevention and recovery, alternative education/after school youth programs	Cities/Counties, RGVP, Educational Institutions, School Districts, Region One, VIDA, Non-Profit Organizations, Charter Schools, Workforce Solutions, Cameron Works	Reduce regional drop-out rates
Encourage the implementation of scientific, mathematic and literary principles in elementary and middle schools	Cities/Counties, RGVP, Educational Institutions, School Districts, Region One, VIDA, Non-Profit Organizations, Charter Schools, Workforce Solutions, Cameron Works	Enhance knowledge of scientific, mathematical and literary principles
Improve access to grant writing training	Universities, hospitals, state agencies, local governments, Workforce Solutions and Cameron Works	Increase the number of grant submissions
Identify and strengthen clearinghouse resources	SW Non-Profit Resource Center, UTPA, Public Libraries, Workforce Solutions and Cameron Works	Increase availability of technical assistance
Increase in the number of professional degree programs available	UTPA, UTB, Texas A&M Kingsville, UTHSC, Workforce Solutions and Cameron Works, STC	Increasing and retaining a more educated workforce

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: To Mobilize Education and Training Resources into a Seamless System

OBJECTIVE: Support a Coordinated System Between Employers and Educational Providers to Maximize Learning Skill Training for the Region’s Workforce

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Continue identification of workforce needs and educational provider capabilities and utilize the annual updates	Higher Education Institutions, Tech Prep, TWFD Boards, School Districts, Region One, LRGVDC, Public Library Systems, TTC-MHMR, VAIL, Private Vocational Schools	Identify target occupations and educational resources
Continue Annual Updates of Targeted Occupational Study of the Lower Rio Grande Valley in coordination with the Texas Workforce System	Tech Prep, Local TWFD Boards, Private Sector	Annual updates of targeted occupational and industry training systems (code enforcement, city planning, public administration)
Establish real world skills and life-long learning training programs	Tech Prep, TWFD Boards, RGVP, Higher Education Institutions, School Districts, Region One, VIDA, Advisory & Non-Profit Organizations, GED, Adult Basic Education, Literacy Task Force, Private Vocational Schools and Public Libraries	Increase efficiency in achieving an educated workforce and job placement

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: To Mobilize Education and Training Resources into a Seamless System

OBJECTIVE: Support a Coordinated System Between Employers and Educational Providers to Maximize Learning Skill Training for the Region’s Workforce

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Strengthen apprenticeship opportunities	Community colleges, technical colleges and businesses	More students enrolled in apprenticeships
Increase access to workforce training in small cities and communities	Universities, colleges, workforce boards, and counties.	Increase in the number of programs and enrollment in workforce training
Develop Bi-national standards of training, certification and re-certification	Universities, Red Cross and state certification agencies	Increase in the number of recognized certification programs by American and Mexican entities
Improve the transition from Community college to University through articulated agreements and 2+2 programs	Higher Education Institutions, Tech Prep, TWFD Boards, School Districts, Region One, LRGVDC, Public Library Systems, TTC-MHMR, VAIL and Private Vocational Schools	Increase in the number of programs

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: Deliver Updated Training on Techniques, Procedures, Laws and any other Areas Organic to the Law Enforcement Profession to the Region’s Law Enforcement Community

OBJECTIVE: Provide Training Opportunities throughout the Region for Law Enforcement Personnel

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Offer in-service courses for peace officers	Federal, state, and local law enforcement agencies, Commission on Law Enforcement	Officers will be better able to process criminal matters such as traffic collisions, crime scenes, etc, while ensuring all persons are treated equitably
Officer the state mandated courses for peace officers	Federal, state, and local law enforcement agencies, Commission on Law Enforcement	Officers will maintain their state mandated minimum continuing education requirements
Officer in-service courses for corrections (jail) officers	County jails, county Sheriff’s Offices, Commission on Minimum Jail Standards, Commission on Law Enforcement	Corrections officers will provide professional care, control and custody of incarcerated persons

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: Provide Professional Development Opportunities for Law Enforcement Personnel to Maintain their State Licenses and Complete Courses Designed to Fulfill the Requirements for the Different Levels of Licenses (Basic, Intermediate, Advance, Master)

OBJECTIVE: Ensure that Law Enforcement Personnel receive Training and Professional Development to help the Officers Perform their Daily Duties and Advance in their Careers

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Provide professional development opportunities	Federal, state and local law enforcement agencies, Texas Department of Public Safety, Texas Parks and Wildlife, Unites States Marshal's Service, Office of the United States Attorney General	Officers will utilize techniques learned to control volatile situations and ensure that all persons are treated equitable

TRANSPORTATION

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: To Improved an Accessible Regional Multi-Modal Transportation

OBJECTIVE: Develop and Implement an Accessible Regional Multi-Modal Transportation Plan

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Develop an accessible regional transportation plan and a Mobility Manager	LRGVDC, MPO's, TXDOT, RGVP, Educational Institutions, Public/Private, Sectors, School Systems, Community Centers, transit providers, HHSC and HUD	A completed Regional Multi-Modal Transportation Plan, hire a Mobility Manager
Support the implementation of an accessible Regional Transportation Plan and a Mobility Manager	LRGVDC, MPO's, TXDOT, RGVP, Educational Institutions, Public/Private Sectors, School Systems, Community Centers, United Way and HUD	Completed projects outlined in Regional plan Support the Mobility Manager Enhanced transportation infrastructure
Secure local funds to accomplish identified projects	TXDOT, USDOT, LRGVDC, Cities, Counties, MPO's, Local Chambers of Commerce, FTA, RGVP, FAA, Navigation Districts, Economic Development Corp, United Way, and EDA's	Enhanced leveraging of federal and state funds
Strive to reduce local matching requirements within Border area	TXDOT, USDOT, LRGVDC, Cities, Counties, MPO's, Local Chambers of Commerce, FTA, RGVP, FAA, Navigation Districts, Economic Development Corporations, United Way, and EDA's	Reduced federal and state matching requirements for Border area
Development of a communication network for funding	Private Institutions, Websites, TXDOT, USDOT, LRGVDC, Cities, Counties, MPO's, Local Chambers of Commerce, FTA, RGVP, FAA, Navigation Districts, Economic Development Corporations Workforce, United Way, and EDA's	Identification of additional funding resources

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: To Improved an Accessible Regional Transportation Network

OBJECTIVE: Develop and Implement an Accessible Regional Transportation Plan

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Conduct a feasibility study for light rail, Bus Rapid Transit and Regional Transit Authority	Cities, Counties, State, Government Airports, Bus system, taxis, TXDOT, FDA, public and private sector	A light rail, A Regional Transit Authority and a Bus Rapid Transit System
Develop a urban rural system to commit as rail, Bus Rapid Transit system, and the Regional Transit Authority	Cities, Counties, State, Government Airports, Bus system, taxis, TXDOT, FDA Texas Rail Road Commission, cities, counties, and public and private sector	A light rail, A Regional Transit Authority and a Bus Rapid Transit System
To enhance a highway infrastructure on county highways	Airports, Bus system, taxis, TXDOT, FDA, MPO's, cities, counties, and public and private sector	Enhance highway
To consider Regional Mobility Authority and Regional Transit Authority	TXDOT, MPOs, cities, counties, transit providers and LRGVDC	To attain additional Highway and transit funding

PUBLIC SAFETY

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: To Encourage Efficient Access to Emergency Care and Public Safety Services

OBJECTIVE: Promote Regional and Cooperation Between Federal, State and Local Public Safety Agencies

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Promote coordination and support funding of public safety programs for the Region	LRGVDC, City & County Law Enforcement, TXDPS, State/Federal Agencies, Homeland Security, TRAC-V	Increased coordination and support of public safety funding activities; increase grant submission and awards
Seek funding or resources to replace outdated equipment with state of the art equipment	LRGVDC, City & County Law Enforcement, TXDPS, State/Federal Agencies, Homeland Security, TRAC-V	State of the art equipment to better serve the community
Establish a 9-1-1 Certification course for Public Safety	LRGVDC, 9-1-1, City & County Law Enforcement, TXDPS, State/Federal Agencies, Homeland Security, TRAC-V	TCLEOSE Certification

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: Enhance and Sustain a Cost-Effective Technological 9-1-1 System

OBJECTIVE: To Provide Direct Access to Emergency Communication, Adequate Overall Public Safety Technology and Quality Services in a Financially and Ethically Responsible Manner to the Citizens of the Lower Rio Grande Valley Region to Reduce Emergency Response Time

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Enhancement of a regional 9-1-1 communication networks	LRGVDC, 9-1-1 Regional Advisory Committee, Law Enforcement Agencies, Fire Departments, EMS, Sheriff Departments, Cities and Counties	Increased availability of services to ensure public access to emergency services by dialing 9-1-1
Provide ongoing telecommunication training to 9-1-1 Telecommunicators	LRGVDC, 9-1-1 Regional Advisory Committee, Cameron County Emergency District, Law Enforcement Agencies, Fire Departments, EMS, Sheriff Departments, DSHS	Reduce the turnover rate in 9-1-1 system operation
Support equitable distribution of state funds	LRGVDC, 9-1-1 Regional Advisory Committee, Federal/State Legislators, Communication providers	Increased local control of financial resources
Support the provision of public education materials	LRGVDC, 9-1-1 Regional Advisory Committee, School Districts, Media, Law Enforcement Agencies, Fire Departments and PBS	Increased distribution of public education materials through 9-1-1 promotions and presentations

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: Support Enhancement of Trauma Care for the Lower Rio Grande Valley

OBJECTIVE: To Provide Quicker Access to Emergency Care and Adequate Overall Public Safety Facilities, Personnel and Equipment for Law Enforcement, Fire Protection and Emergency Medical Services in the Lower Rio Grande Valley

SPECIFIC TASK	POTENTIAL RESOURCE	EXPECTED OUTCOMES
Promote the development of a trauma care center(s)	LRGVDC, Cities/Counties, RGVP, TXDPS, EMS Providers, DSHS, Red Cross, Health Care Providers, Medical Associations and TRAC- V	Establishment of Level 1 trauma care services

HOMELAND SECURITY

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: Provide the Resources to Maintain a Comprehensive Local Emergency Management Program and Assist in Enhancing Local Emergency Management Plans

OBJECTIVE: Ensure that the Regional Evaluation of the Region’s Local Government Capabilities is Complete for all Jurisdictions

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Assist in the completion of a regional assessment for newly-created jurisdictions and update regional assessments	LRGVDC, Cities/Counties, TXDPS, GDEM, SAA, Federal & State Agencies, EMS Providers, Health Care Providers, Cameron & Hidalgo Counties Local Emergency Planning Committees, DSHS, FEMA, TEEX, 211, PBS, ARES and NOAA	Establish effective regional collaboration and increase the regions level of readiness
Identify any improvements needed in the system to provide hazard information and emergency preparedness and response guidance to local Emergency Management Coordinator’s (EMC’s) and general public	LRGVDC, Cities/Counties, TXDPS, GDEM, SAA, Federal & State Agencies, EMS Providers, Health Care Providers, Counterparts in Mexico, Cameron & Hidalgo Counties Local Emergency Planning Committees, DSHS, FEMA, TEEX, 211, PBS, ARES and NOAA	Identify state and federal requirements
Develop all hazards regional plan for the LRGVDC region	LRGVDC, Cities/Counties, TXDPS, Federal & State Agencies, Media, EMS Providers, Health Care Providers, Counterparts in Mexico, Cameron & Hidalgo Counties Local Emergency Planning Committees, DSHS, FEMA, TEEX, 211, PBS and ARES	Establish communication “WEB” for the region’s Emergency Operation Center (EOC’s) and secure preparedness funding

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: Improve the Capability of Local Governments to Prepare for and Respond to Terrorist and other Hazardous Incidents by Providing Suitable Training for Emergency Responders

OBJECTIVE: Maintain a listing of State and Federal Courses to Include Information on when the Courses are Scheduled

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Provide a specialized training listing of state courses for local first responders	TXDPS, GDEM, SAA, Federal & State Agencies, DSHS, FEMA, TEEX, 211, and NOAA	Meet state and federal training requirements
Establish a program to expand training opportunities through training provided by state-level associations and existing competent training providers	LRGVDC, Cities/Counties, TXDPS, GDEM, SAA, Federal & State Agencies, EMS Providers, Health Care Providers, Cameron & Hidalgo County Local Emergency Planning Committee, DSHS, FEMA, TEEX, 211, ARES, and NOAA	Identify and address significant training needed within the region

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: Enhance Homeland Security in the Lower Rio Grande Valley

OBJECTIVE: Coordinate Efforts for Homeland Security

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
<p>A strategic plan for first responders</p>	<p>LRGVDC, Cities/Counties, TXDPS, Federal & State Agencies, Media, EMS Providers, Health Care Providers, Equal Partners in Mexico, Cameron County Local Emergency Planning Committee, DSHS, FEMA, TEEX, 211; and Cameron & Hidalgo Counties Local Emergency Planning Committees</p>	<p>Update strategic plan for emergency response</p>
<p>Facilitate coordinated Homeland Security training opportunities</p>	<p>Federal, State, and Local Public Safety Entities, Cities/Counties, Media, LRGVDC, First Response Teams, Health Care Providers, Law Enforcement, DSHS, , FEMA, TEEX, Universities, School Districts and Cameron & Hidalgo Counties Local Emergency Planning Committees</p>	<p>Additional training opportunities to enhance first responders capabilities</p>
<p>Support implementation of a regional seamless communications system to enhance Homeland Security</p>	<p>Federal, State, and Local Public Safety Entities, Cities/Counties, Media, LRGVDC, First Response Teams, Health Care Providers, Law Enforcement, DSHS, FEMA, , TEEX, Universities, School Districts and Cameron & Hidalgo Counties Local Emergency Planning Committees</p>	<p>Establish a seamless communication system</p>

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: Enhance Homeland Security in the Lower Rio Grande Valley

OBJECTIVE: Coordinate Efforts for Homeland Security

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
<p>Provide forums on emergency response activities for Homeland Security</p>	<p>LRGVDC, Cities/Counties, TXDPS, Federal & State Agencies, Media, EMS Providers, Health Care Providers, Equal Partners in Mexico, Cameron & Hidalgo Counties Local Emergency Planning Committee, DSHS, FEMA, TEEX, , Universities and School Districts</p>	<p>Increase in the number of forums on emergency response</p>
<p>Assist local governments in completing risk/threat/capability assessments are required by Department of Homeland Security</p>	<p>LRGVDC, Cities/Counties, TXDPS, Federal & State Agencies, Media, EMS Providers, Health Care Providers, Cameron & Hidalgo Counties Local Emergency Planning Committee, DSHS, FEMA, TEEX, 211, ARES, NOAA, FBI TRAC V, PSAP's, PW, CBP ATF, National Guard and USCG</p>	<p>Identify critical gaps and sources of funding to target priority project</p>
<p>Aid local governments and response organizations in meeting requirements for adopting and implementing National Incident Management System (NIMS)</p>	<p>LRGVDC, Cities/Counties, TXDPS, Federal & State Agencies, Media, EMS Providers, Health Care Providers, Cameron & Hidalgo Counties Local Emergency Planning Committee, DSHS, FEMA, TEEX, 211, ARES, NOAA, FBI TRAC V, PSAP's, PW, CBP ATF, National Guard and USCG</p>	<p>Meet state and federal requirements and compliance</p>

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: Provide resources and assistance to counties and cities to establish and maintain a statewide interoperable radio communication system that is accessible by Local, Regional, State and Federal Responding Agencies when needed

OBJECTIVE: Identify Current Radio Systems Frequency, Digital, Analog within the Region

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Collection of equipment information from agencies	LRGVDC, Cities/Counties, TXDPS, Media, EMS Providers, Health Care Providers, Cameron & Hidalgo Counties Local Emergency Planning Committee, DSHS, FEMA, TEEK, 211, ARES, NOAA, FBI, TRAC V, PSAP's, PW, CBP, ATF, National Guard and USCG	Establish accountability on existing inventory
Assist local responder agencies to determine the best avenue to create a statewide interoperable communications system	LRGVDC, Cities/Counties, TXDPS, Federal & State Agencies, Media, EMS Providers, Health Care Providers, Cameron & Hidalgo Counties Local Emergency Planning Committee, DSHS, FEMA, TEEK, 211, ARES, NOAA, FBI TRAC V, PSAP's, PW, CBP ATF, National Guard and USCG	Evaluate requirements and use the information when making recommendations on distribution of regional funding

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: Promote and Increase Information on the Citizen Corps Program (CCP) within the Region

OBJECTIVE: Establish a Community-Wide Network of Neighborhood Groups and Provide Environmental and Hazardous Incident Preparedness

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Seek continued funding to operate Community Emergency Response Teams (CERT)	LRGVDC, South Texas Center, DSHS, local health departments, hospitals, medical associations, Red Cross and Faith Based Organizations	Establish/Enhance current groups
Seek funding to purchase equipment for groups	LRGVDC, DEM, South Texas Center, DSHS, local health departments, hospitals, medical associations, Red Cross and Faith Based Organizations	Increased CERT equipment and preparedness
Encourage public involvement in neighborhood response groups	LRGVDC, DEM, South Texas Center, BH&ET Initiative, DSHS, local health departments, hospitals, medical associations, Local Media, private organizations, non-profit organizations, Red Cross and Faith Based Organizations	Increase public awareness and knowledge on emergency preparedness, public health issues
Seek continued federal and state legislative support for Citizen Corps Activities	Brooks City-Base Foundation, local governments, private foundations, CDC, Red Cross and Faith Based Organizations	More appropriate use of medical services and enhanced knowledge of diseases by residents in low income neighborhoods

METROPOLITAN MEDICAL RESPONSE SYSTEM

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: To Strengthen the Capacity of Communities to Address Public Health Issues along the US/Mexico Border

OBJECTIVE: Further enhance and sustain a Comprehensive Regional Mass Casualty Incident Response Capability During the First Hours of an Incident

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Enhance the awareness of Community Leaders to Affect Public Health Policy	National Network of Public Health Institutes, Cities/Counties, LRGVDC, Universities and National, Community and Civic Organizations, Public and Private Foundations, DSHS, US Department of Health and Human Services-CDC	Legislative Support
Assess the impact of the legislation in the US and in Mexico that affect cross-border collaboration	Legislative and Executive Bodies of the US and Mexican Border States, public health and emergency management	Inventory of legislation and regulations that affect cross-border collaboration
Hold Public forums and Develop Advocacy Training for Community Based Groups and Organizations	National Network of Public Health Institutes, Cities/Counties, LRGVDC, Universities and National, Community and Civic Organizations, Public and Private Foundations, DSHS, US Department of Health and Human Services-CDC	To develop written Policies to enhance Forum Proceedings and Publications
Raise awareness of basic health issues in the community	Promotoras, Health care providers, Health clinics, Community Based Organizations, Colleges and University programs, migrant health providers, Citizen Corps Programs and emergency management	Validation of the roles of Health Institutions

**METROPOLITAN MEDICAL RESPONSE SYSTEM
UPDATED 11/08**

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: Bi-National Coordination of Health Awareness Campaigns

OBJECTIVE: Coordinate Schedules of Awareness Campaigns

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Organize Sister City Health Campaigns in health promotion and disease prevention at the grass root level	Hidalgo, Cameron, Willacy, Reynosa- Matamoros, International Red Cross, and EPA Compacts	Increased awareness on health issues at both sides of the border
Develop training opportunities for health care professionals	CVF, LRGV-Area Health Education Center, Comcción Regional de Salud Reynosa-Frontera Chica, DSHS, US Department of Health and Human Services- Health Resources and Services Administration, US Mexico Border Health Commission, US Mexico Border Health Commission	Inventory of Activities and Health Professionals Participation
Support the organization of the US-Mexico Border Bi-National Health Week	LRGVDC, Comcción Regional de Salud Reynosa-Frontera Chica, DSHS, US Department of Health and Human Services- Health Resources and Services Administration, US Mexico Border Health Commission, US Mexico Border Health Commission	Inventory of Activities and Citizens Participation

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: Increase the Security of the Region Regarding Environmental and Bio-Terrorist Threats

OBJECTIVE: Maintain and Upgrade the Disease Reporting System in the Region

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Assess current system and update disease reporting procedures	LRGVDC, South Texas Center, BH&ET Initiative, DSHS, local health departments, hospitals, medical associations and CDC	Revised disease reporting process
Support the implementation of the revised disease reporting process	LRGVDC, South Texas Center, BH&ET Initiative, DSHS, local health departments, hospitals and medical associations	Implementation of steps identified to the improved reporting system
Encourage public participation in improving the disease reporting system	LRGVDC, South Texas Center, BH&ET Initiative, DSHS, local health departments, hospitals, LOCAL MEDIA, and medical associations	Increased public knowledge of the disease reporting system
Seek federal and state legislative support to implement the process	Brooks City-Base Foundation, policy makers, LRGVDC, South Texas Center, BH&ET Initiative, DSHS, local health departments, hospitals, DEM and medical associations	Implementation of revised disease reporting system

CRIMINAL JUSTICE

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: To Improve Coordination between Law Enforcement and Victim Service Agencies

OBJECTIVE: To Provide Safety and Protection to Victims of Family Violence, Sexual Assault and other Crimes Against Persons

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Coordinate services provided by victim advocacy programs and law enforcement agencies	State, Family Violence Centers, Medical Facilities, Law Enforcement, Civic Groups, Advocacy Centers, Criminal Justice Program (grant resources)	Increased safety and protection for victims

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: Create and Support Programs that Protect People from Crime, Reduce the Number of Crimes Committed and to Promote Accountability, Efficiency and Effectiveness within the Criminal Justice System

OBJECTIVE: Establish and Enhance the Rio Grande Valley’s Capacity in Ensuring Funding is Widely Disseminated to Prevent Crime, Provide Service and Treatment Options, Enforce Laws, Train Staff and Volunteers, and the Restoration of Crime Victims to Full Physical, Emotional and Mental Health

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Enhance the Criminal Justice Community Plan	Cities and Counties, LRGVDC, Schools and Universities, Non-Profit Organizations, Faith Based Organizations, Law Enforcement Municipalities	Ensure Community Plan is updated on a yearly basis that will provide communication and networking among service providers in order to evaluate the needs of the community and to address issues through mutual collaboration
Identifying the gaps in services regarding criminal justice, juvenile justice and victim restoration	Cities and Counties, LRGVDC, Schools and Universities, Non-Profit Organizations, Faith Based Organizations, Law Enforcement Municipalities, CJD	To obtain a high quality of life within our region as shown through effective and efficient prevention, public safety and awareness efforts

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: To Develop a Comprehensive Network of Public/Private Service Delivery Systems that Promotes Healthy Communities

OBJECTIVE: Maximize Coordination and Partnership Building Between Federal, State and Local Agencies or Employers

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
<p>Provide counseling and support services to adult and children who are victims of family violence and sexual assault</p>	<p>Mujeres Unidas, Family Crisis Center, Friendship of Women, Tip of Tex Family Outreach, Monica’s House, Maggie’s House, Faith-Based Organizations, Educational Institutions, Counties, Department of Family and Protective Services, Local Non-Profits, School of Rural Public Health, Blue Sunday</p>	<p>To increase awareness, safety, and protection for victims</p>
<p>To provide preventive education programs for school age children on family violence and sexual assault</p>	<p>Mujeres Unidas, Family Crisis Center, Faith-Based Organizations, Friendship of Women, Tip of Tex Family Outreach, Department of Family and Protective Services, Counties, Local Schools, School of Rural Public Health, Monica’s House and Maggie’s House, Blue Sunday</p>	<p>To increase awareness, safety, and protection for school age children</p>

WATER RESOURCES

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: Increase and Conserve the Supply of Raw Water for Agriculture and Industrial Use and to Increase the Supply of Treated Water for Domestic Use and Eliminate Water and Environmental Pollution Problems

OBJECTIVE: Maintain and Implement Regional Water Supply Plan

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Update SB-1 Regional Water Supply Plan	RGRWPG, EDA, LRGVDC, Cities/Counties, TCEQ, Water Districts, Media, Irrigation Districts, Private Sector, IBWC, FEMA, Corp of Engineers, US Fish & Wildlife, Texas Fish & Wildlife, EPA, TWDB, Environmental Groups, Legislative Delegation, Secretary of State	Revised water supply plan
Support implementation of Regional Water Supply Plan	RGRWPG, EDA, LRGVDC, Cities/Counties, TCEQ, Water Districts, Media, Irrigation Districts, Private Sector, IBWC, FEMA, Corp of Engineers, US Fish & Wildlife, Texas Fish & Wildlife, EPA, TWDB, Environmental Groups, Legislative Delegation, Secretary of State	Implementation of projects listed in Regional Water Supply Plan
Encourage public participation	RGRWPG, EDA, LRGVDC, Cities/Counties, TCEQ, Water Districts, Media, Irrigation Districts, Private Sector, IBWC, FEMA, Corp of Engineers, US Fish & Wildlife, Texas Fish & Wildlife, EPA, TWDB, Environmental Groups, Legislative Delegation, Secretary of State	Increased public awareness of water issues

**WATER RESOURCES
UPDATED 11/08**

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: Increase and Conserve the Supply of Raw Water for Agriculture and Industrial Use and to Increase the Supply of Treated Water for Domestic Use and Eliminate Water and Environmental Pollution Problems

OBJECTIVE: Maintain and Implement Regional Water Supply Plan

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Seek federal legislative and state support for plan implementation	RGRWPG, EDA, LRGVDC, Cities/Counties, TCEQ, Water Districts, Media, Irrigation Districts, Private Sector, IBWC, FEMA, Corp of Engineers, US Fish & Wildlife, Texas Fish & Wildlife, EPA, TWDB, Environmental Groups, Legislative Delegation, Secretary of State	Implementation of water supply plan

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: To Improve Flood Control/Drainage

OBJECTIVE: Increase Enforcement of Limiting Construction in Flood Prone Areas and Coordinate Drainage Programs throughout the Region

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Encourage establishment of a regional task force to address flood control and drainage issues	Cities/Counties, Water Districts, IBWC, TCEQ, Irrigation Districts, EPA, Private Sector, FEMA, Corp of Engineers, US Fish & Wildlife, Texas Parks & Wildlife, LRGVDC, Environmental Groups, Drainage Districts and TWDB	Establishment of a Regional Flood/Drainage Task Force
Develop a regional flood/drainage plan	Cities/Counties, Water Districts, IBWC, TCEQ, Irrigation Districts, EPA, Private Sector, FEMA, Corp of Engineers, US Fish & Wildlife, Texas Parks & Wildlife, LRGVDC, Environmental Groups, Drainage Districts and TWDB	Regional Flood/Drainage plan

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: To Improve Flood Control/Drainage

OBJECTIVE: Coordinate Drainage/Flood Control Programs throughout the Region

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Support coordination of county flood control activities for the Lower Rio Grande Valley	Cities/Counties, Water Districts, IBWC, TCEQ, Irrigation Districts, EPA, Private Sector, FEMA, Corp of Engineers, US Fish & Wildlife, Texas Parks & Wildlife, LRGVDC, Environmental Groups, Drainage Districts, TWDB	Enhance flood control
To update FEMA maps	Cities/Counties, Water Districts, IBWC, TCEQ, Irrigation Districts, EPA, Private Sector, FEMA, Corp of Engineers, US Fish & Wildlife, Texas Parks & Wildlife, LRGVDC, Environmental Groups, Drainage Districts, TWDB	Updated FEMA maps
Support Federal funding opportunities to rehabilitate levees under jurisdiction of U.S. IBWC	Cities/Counties, Water Districts, IBWC, TCEQ, Irrigation Districts, EPA, Private Sector, FEMA, Corp of Engineers, US Fish & Wildlife, Texas Parks & Wildlife, LRGVDC, Environmental Groups, Drainage Districts, TWDB	Adequate Levee System

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: **Improve Water Quality**

OBJECTIVE: **Improve the Awareness and Understanding of Water Quality Issues**

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Develop and research education and outreach material	Cities (Counties, EPA, TCEQ, US Fish & Wildlife, Texas Parks & Wildlife, Environmental Groups), Secretary of State, Arroyo Colorado Committee, Storm Water Task Force	Increase education & outreach activities and wastewater & storm water awareness
Coordinate efforts to develop and research educational outreach materials and distribute	Cities (Counties, EPA, TCEQ, US Fish & Wildlife, Texas Parks & Wildlife, Environmental Groups), Secretary of State, Arroyo Colorado Committee	Public awareness of water quality issues

ENVIRONMENTAL

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: Enhance the Region’s Natural Resources While Planning for Orderly Growth

OBJECTIVE: Encourage Innovative Projects Which Promote Sustainable Development

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Disseminate information on the economic benefits of establishing sustainable development projects (i.e., Eco-Industrial Parks, Brownfield’s, etc.)	LRGVDC, Environmental Organizations, Valley Proud, Cities/Counties, Economic Dev. Corporations, Chambers of Commerce, School Districts, Texas Secretary of State, and Public Utility Companies	Increase employment opportunities for sustainable development
Support Implementation of “Smart Growth” ordinances and other regulations that preserve open space & agricultural land	LRGVDC, Environmental Organizations, Valley Proud, Cities/Counties, Economic Dev. Corporations, Chambers of Commerce, School Districts and Public Utility Companies, SOS, AG’s Office	Efficient use of land infrastructure resources

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: Improve the System of Waste Reduction, Recycling and Disposal of Sewage, Solid Waste, Brush and Hazardous Materials

OBJECTIVE: Update and Implement Regional Solid Waste Management Plan

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
<p>Support regional recycling initiatives and alliances to promote recycling programs, policies and projects</p>	<p>LRGVDC, TCEQ, EPA, Cities and Counties, Private Sector, Valley Proud, Environmental Organizations</p>	<p>Incorporate waste diversion programs/goals into local solid waste management programs. Increase recycling awareness and participation throughout the Rio Grande Valley through increased participation in Texas Recycles Day activities</p>
<p>Get community leaders to make sure employees understand that it matters to the leader that the employee recycles</p>	<p>LRGVDC, TCEQ, EPA, Cities and Counties, Private Sector, Valley Proud, Environmental Organizations</p>	<p>Reductions of solid waste by increasing revenues to every entity whose leader(s) recycle</p>
<p>Recognize exemplary recycling programs in the community</p>	<p>LRGVDC, TCEQ, EPA, Cities and Counties, Private Sector, Environmental Organizations</p>	<p>Increase awareness on recycling</p>

LOWER RIO GRANDE VALLEY REGIONAL STRATEGIC PLAN

GOAL: Reduce Waste Generation / Disposal and Develop Responsible Waste Disposal Practices

OBJECTIVE: Stop Illegal Dumping and Promote Recycling & Reduce Waste Generation

SPECIFIC TASK	POTENTIAL RESOURCES	EXPECTED OUTCOMES
Promote public education to reduce illegal dumping Increase enforcement and conduct cleanups	LRGVDC – TCEQ, other Council of Governments, Cities and Counties, EPA, Valley Proud, Environmental Resources	Less illegal dumping and cleaner communities
Increase and expand recycling programs Promote waste reduction and reuse	LRGVDC – TCEQ, other Council of Governments, Cities and Counties, School Districts, Private Sector, Valley Proud, Environmental Resources	Reduce waste and increase recycling by at least 50%
Develop programs for household hazardous waste Support regional recycling initiatives and alliances to promote recycling programs, policies and projects	LRGVDC – TCEQ, other Council of Governments, Cities and Counties, School Districts, Private Sector, Valley Proud, Environmental Resources	Reduce waste generation and increase recycling efforts by at least 50%

VII. IMPLEMENTATION PROCESS

VII. IMPLEMENTATION PROCESS

The Lower Rio Grande Valley Development Council (LRGVDC) has made the Regional Strategic Plan a top priority. The goals, strategies, and activities were developed through the implementation of several regional meetings. This regional planning effort considered all program areas and developed expected outcomes to be achieved. The LRGVDC is committed to taking the lead and working with all of the agencies listed in the Regional Strategic Plan.

The process consisted of several work sessions to update the Plan. Upon completion of the draft document, staff conducted final review meetings to complete the Draft Copy, and this document as presented was approved by the LRGVDC. The LRGVDC will make this document available to all of the participants included in the plan.

The Regional Strategic Plan will be reviewed every two years in order to coincide with the State's Legislative Session and maintain an ongoing and revised strategic planning process. This year's plan provided specific outcomes for each strategic action and task which can be used as an evaluation tool for planning activities.

This planning process will ensure that the Regional Strategic Plan is a true regional effort of which no single agency or entity can be held responsible for implementing all of the goals and strategies contained therein.

VII. ACRONYMS & ABBREVIATIONS

AAA -	AREA AGENCY ON AGING
ALEC -	ALTERNATIVE LOCAL EXCHANGE CARRIER
ALI -	AUTOMATIC LOCATION IDENTIFICATION
APS -	ADULT PROTECTIVE SERVICES
ARES -	AMERICAN RADIO EMERGENCY SERVICES
BD -	BOARD
BH & ET -	BORDER HEALTH & EDUCATION TARGET
CAP -	COMMUNITY ACTION PROGRAM
CBIRD -	COORDINATED BI-NATIONAL INITIATIVES FOR REGIONAL DEVELOPMENT
CBO -	COMMUNITY BASED ORGANIZATIONS
CCRGV -	COMMUNITY COUNCIL OF RIO GRANDE VALLEY
CDC -	CENTER FOR DISEASE CONTROL
CDBG -	COMMUNITY DEVELOPMENT BLOCK GRANTS
CEO -	CHIEF EXECUTIVE OFFICER
CERT -	COMMUNITY EMERGENCY RESPONSE TEAM
CHIP -	CHILDRENS HEALTH INSURANCE PROGRAM
CISD -	CONSOLIDATED INDEPENDENT SCHOOL DISTRICT
COG'S -	COUNCIL OF GOVERNMENTS
CSAP -	CENTER FOR SUBSTANCE ABUSE PREVENTION
CVF -	COALITION FOR VALLEY FAMILIES
DADS -	DEPARTMENT OF AGING AND DISABILITY SERVICES
DARS -	DEPARTMENT OF ASSISTIVE AND REHABILITATIVE SERVICES

DEM -	DIVISION OF EMERGENCY MANAGEMENT
DEV -	DEVELOPMENT
DFPS -	DEPARTMENT OF FAMILY AND PROTECTIVE SERVICES
DSHS -	DEPARTMENT OF STATE HEALTH SERVICES
EDA -	ECONOMIC DEVELOPMENT ADMINISTRATION
ED -	EDUCATION
EMS -	EMERGENCY MEDICAL SERVICES
EOC -	EMERGENCY OPERATIONS CENTER
EPA -	ENVIRONMENTAL PROTECTION AGENCY
ETJ -	EXTRA TERRITORIAL JURISDICTION
FAA -	FEDERAL AVIATION ADMINISTRATION
FEMA -	FEDERAL EMERGENCY MANAGEMENT AGENCY
FQHC -	FEDERALLY QUALIFIED HEALTH CENTER
FTA -	FEDERAL TRANSIT ADMINISTRATION
GED -	GENERAL EDUCATION DEGREE (HIGH SCHOOL)
GDEM-	GOVERNOR'S DIVISION OF EMERGENCY MANAGEMENT
GIS -	GEOGRAPHIC INFORMATION SYSTEMS
GPS -	GLOBAL POSITIONING SATELLITE
HCLEPC -	HIDALGO COUNTY LOCAL EMERGENCY PLANNING COMMITTEE
HHR -	HEALTH AND HUMAN RESOURCES
HHSC -	HEALTH AND HUMAN SERVICES COMMISSION
HIPP -	HEALTH INSURANCE PREMIUM PROGRAM

HMIS - HOMELESS MANAGEMENT INFORMATION SYSTEM

HNRGV - HOMELESS NETWORK OF THE RIO GRANDE VALLEY

HUD - HOUSING AND URBAN DEVELOPMENT

IBWC - INTERNATIONAL BOUNDARY & WATER COMMISSION

ISD - INDEPENDENT SCHOOL DISTRICT

IRS - INTERNAL REVENUE SERVICE

ITEEC - INTERNATIONAL TRADE, EDUCATION AND COMMERCE CENTER

LRGV - LOWER RIO GRANDE VALLEY

LRGVDC - LOWER RIO GRANDE VALLEY DEVELOPMENT COUNCIL

LUPE - LA UNION DEL PUEBLO ENTERO

MFP - MONEY FOLLOWS THE PERSON

MH/SA- MENTAL HEALTH/SUBSTANCE ABUSE

MHA - MENTAL HEALTH AUTHORITY

MIS - MAINTENANCE INFORMATION SYSTEMS

MMRS - METROPOLITAN MEDICAL RESPONSE SYSTEM

MPO - METROPOLITAN PLANNING ORGANIZATION

MSA - METROPOLITAN STATISCAL AREA

NADBANK - NORTH AMERICAN DEVELOPMENT BANK

NIH - NATIONAL INSTITUTE ON HEALTH

NIMH - NATIONAL INSTITUTE FOR MENTAL HEALTH

NIOSH - NATIONAL INSTITUTE ON OCCUPATIONAL SAFETY AND HEALTH

NOAA - NATIONAL OCEANIC AND ATMOSPHERIC ADMINISTRATION

OES -	OFFICE OF ELIGIBILITY SERVICES
ORG -	ORGANIZATION
PAHO -	PAN AMERICAN HEALTH ORGANIZATION
PBS -	PUBLIC BROADCASTING SYSTEM
PHA -	PUBLIC HOUSING AUTHORITY
PISBND -	PORT ISABEL SAN BENITO NAVIGATION DISTRICT
PSAP'S -	PRIMARY SERVICE ANSWERING POINT
PTSD -	POST TRAUMATIC STRESS DISORDER
RAHC -	REGIONAL ACADEMIC HEALTH CENTER
RGRWPG -	RIO GRANDE REGIONAL WATER PLANNING GROUP
RGV -	RIO GRANDE VALLEY
RGVP -	RIO GRANDE VALLEY PARTNERSHIP
SAMHSA -	SUBSTANCE ABUSE AND MENTAL HEALTH SERVICES ADMINISTRATION
SBA -	SMALL BUSINESS ADMINISTRATION
SBDC -	SMALL BUSINESS DEVELOPMENT CENTER
SOS -	SECRETARY OF STATE
STC -	SOUTH TEXAS COLLEGE
SWBT -	SOUTHWESTERN BELL TELEPHONE
SWCIC -	SOUTHWEST COMMUNITY INVESTMENT CORPORATION
SWM -	SOLID WASTE MANAGEMENT
TCEQ -	TEXAS COMMISSION ON ENVIRONMENTAL QUALITY
TCLEOSE	TEXAS COMMISSION ON LAW ENFORCEMENT OFFICER STANDARDS AND EDUCATION

TEEX - TEXAS ENGINEERING EXTENSION CENTER
TRAC-V - TRAUMA REGIONAL ADVISORY COUNCIL – V
TTC-MHMR - TROPICAL TEXAS CENTER FOR MENTAL HEALTH AND MENTAL RETARDATION
TWDB - TEXAS WATER DEVELOPMENT BOARD
TWC - TEXAS WORKFORCE COMMISSION
TWFD - TEXAS WORK FORCE DEVELOPMENT
TXDA - TEXAS DEPARTMENT OF AGRICULTURE
TXDOT - TEXAS DEPARTMENT OF TRANSPORTATION
TXDPS - TEXAS DEPARTMENT OF PUBLIC SAFETY
UFWA - UNITED FARM WORKERS OF AMERICA
UNIDAD - UNITING NEIGHBORS IN DRUG ABUSE DEFENSE COALITION
US - UNITED STATES
USDA - UNITED STATES DEPARTMENT OF AGRICULTURE
USDOT - UNITED STATES DEPARTMENT OF TRANSPORTATION
USDVA - UNITED STATES DEPARTMENT OF VETERAN AFFAIRS
UTB - UNIVERSITY OF TEXAS – BROWNSVILLE
UTPA - UNIVERSITY OF TEXAS – PAN AMERICAN
VAIL - VALLEY ASSOCIATION FOR INDEPENDENT LIVING
VIDA - VALLEY INITIATIVE FOR DEVELOPMENT ADVANCEMENT
VITA - VOLUNTEER INCOME TAX ASSISTANCE
WEBC - WOMEN’S EMPOWERMENT BUSINESS CENTER
WIC - WOMEN, INFANTS AND CHILDREN

WMD - WEAPONS OF MASS DESTRUCTION