ANNUAL STRATEGIC WORK PROGRAM
AND FINANCIAL PLAN

FY 2014

October 1, 2013
Through
September 30, 2014
# ARK-TEX COUNCIL OF GOVERNMENTS

## ANNUAL STRATEGIC WORK PROGRAM
AND FINANCIAL PLAN FOR FY 2014

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September 30, 2013

Board of Directors
Ark-Tex Council of Governments

Dear Board of Directors:

The bylaws of the Ark-Tex Council of Governments require the Executive Director to prepare a proposed annual financial management plan and present it before the ATCOG Board of Directors before each fiscal year. The Budget Committee reviews the document and recommends it, with any amendments, to the general membership. Requirements set forth by legislature require a strategic work program be presented and adopted by the general membership.

The strategic work program and financial plan document is designed to consolidate and present ATCOG’s goals, project objectives, work tasks, performance measures, implementation schedules, human resource requirements, and budget information. Although the document contains a great deal of information, it is important to note that more detailed work program and budget documentation is contained in each of the grants, contracts, and agreements entered into by ATCOG with federal agencies, state agencies, local governments, and any other funding partners.

The budget portion of this document is unlike the traditional local government budget in several respects. ATCOG has no taxing or oversight authority; therefore, the budgetary process is not one that culminates in an appropriation bill or an ordinance enacted into law. Therefore, the budget is not technically defined as a “legally adopted budget.”

Secondly, unlike most local government budgets, it is extremely difficult to accurately predict revenues and expenditures for a twelve-month period. ATCOG’s financial plan is actually a compilation of the individual budgets for the various projects that ATCOG is operating at any point in time. The individual projects are funded by multiple agencies (both federal and state) and with locally generated funds. Each individual project operates within its own fiscal year. Many of these projects are routinely subject to last minute funding changes and special activities are often funded during the course of the year. These facts make it difficult for ATCOG to prepare a single agency-wide budget that is not subject to revision as the year progresses.
Board of Directors
September 30, 2013
Page 2

Submitted herewith for your consideration is the Ark-Tex Council of Governments’ 2014 Strategic Work Program and Financial Plan as developed by the staff. The 2014 Strategic Work Program and Financial Plan includes programs related to aging, criminal justice, economic development, emergency communications, housing, transportation, homeland security, environmental, special projects and GIS.

From a human resource standpoint, the 2014 Strategic Work Program and Financial Plan calls for 56 full-time and 1 part-time employees.

I am pleased to present the Board with the 2014 Strategic Work Program and Financial Plan that allows ATCOG to aggressively conduct a wide range of programs and projects benefiting the citizens of Northeast Texas. Should you have any questions regarding this document, please call.

Respectfully submitted,

[Signature]
L.D. Williamson
Executive Director

LDW/akt
September 30, 2013

Board of Directors
Ark-Tex Council of Governments

Dear Board Members:

The Ark-Tex Council of Governments (ATCOG) Financial Plan is for the fiscal year ending September 30, 2014. Detailed information relating to both the anticipated revenue and proposed expenditures is included in this document. This is a balanced budget.

Preparation of the budget requires various assumptions to be made since funding for the grants can occur over a different twelve-month cycle from ATCOG’s fiscal year. Although the budget was prepared with the latest available information, it is expected that variances of funds available will occur as the fiscal year progresses.

The ATCOG employee benefit rate is calculated to be 41.5%, down from 56.6% in FY '13. The indirect rate, based on total direct expenses, is 6.9%, up from 5.8% in FY '13. These rates have been used as a basis for preparing this Financial Plan.

This document is intended to include information needed by you to understand the financial plans for the 2013-2014 fiscal year. If I can be of any assistance in answering any questions, please contact me.

Sincerely,

Brenda Davis
Director, Finance & Administration

/bd
Budget Summary

The 2014 Ark-Tex Council of Governments Strategic Work Program and Financial Plan reflects anticipated revenues of $15,582,714 and proposed expenditures of $15,582,714. The proposed expenditures include $9,947,752 in contracted funds that are ultimately expended by local entities in the Aging, Criminal Justice, 9-1-1 Emergency Communications, Geographic Information Systems (GIS), Housing, Transportation, Solid Waste, Special Projects and Homeland Security programs.

Anticipated revenues and proposed expenditures for FY 2014 are an increase from the FY 2013 figures by approximately $753,080. The FY 2014 full-time equivalent (FTE) employees will be 56.5.

All program funds varied from the previous year. Rural Transportation gained the most funds, $862,988, and Aging funds were reduced the most, $549,954.
Strategic Work Program Summary

The FY 2014 Ark-Tex Council of Governments Strategic Work Program and Financial Plan establishes an overall goal for each general programmatic area to be addressed by the Council of Governments. The following program areas are addressed in this document:

- Area Agency on Aging
- Criminal Justice
- Economic Development
- Emergency Communications
- Environmental
- Geographic Information Systems (GIS)
- Homeland Security
- Housing
- Special Projects
- Transportation

Within each of the program areas, specific project-by-project work programs are delineated for 2013-2014. Each project is assigned an objective, work tasks, performance measures, an implementation schedule and human resource requirement. There are 28 such individual project work programs contained in the 2014 Ark-Tex Council of Governments Strategic Work Program and Financial Plan.
### Organizational Summary

**LINE ITEM COST DISTRIBUTION BY COST CENTER**

<table>
<thead>
<tr>
<th>LINE ITEM CST #</th>
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<th>%</th>
<th>COST CENTER</th>
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ARK-TEX COUNCIL OF GOVERNMENTS
REGIONAL CRIMINAL JUSTICE PROGRAMS
GOAL STATEMENT AND TOTAL PROGRAM BUDGET

REGIONAL CRIMINAL JUSTICE PROGRAMS GOAL STATEMENT

The goal of the Regional Criminal Justice Planning program is to provide effective planning, coordination, law enforcement training, and juvenile services throughout the region.

TOTAL CRIMINAL JUSTICE BUDGET

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<th>BUDGETED EXPENDITURES</th>
<th>ANTICIPATED REVENUES BY SOURCE</th>
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TOTAL BUDGETED EXPENDITURES - $193,000

TOTAL ANTICIPATED REVENUE - $193,000
2014 PROGRAM OBJECTIVE
To provide effective criminal justice planning and coordination functions throughout the region.

PERSONNEL
Salaries $23,029
Fringe Benefits $9,558

PRIMARY WORK TASKS
1. Publicize grant application kits.
2. Conduct grant workshop(s).
3. Serve as staff for the Regional Criminal Justice Advisory Committee.
4. Provide technical assistance for prospective grantees in completing and/or correcting grant proposals.
5. Complete required CJD reports.

CONTRACT SERVICES $0

TRAVEL
Costs $1,906

OTHER DIRECT

Telephone $1,600
Postage $300
Copy Services $300
Other Expenses $6,276
Office Supplies $1,832

INDIRECT $15,199

TOTAL BUDGET $60,000

IMPLEMENTATION SCHEDULE
September 1, 2013 – August 31, 2014

HUMAN RESOURCE REQUIREMENT
.58 Full Time Equivalent – CJ Coordinator
.05 Full Time Equivalent – Accounting Specialist
## ARK-TEX COUNCIL OF GOVERNMENTS
REGIONAL LAW ENFORCEMENT TRAINING
WORK PROGRAM AND EXPENDITURE BUDGET 2014

### 2014 PROGRAM OBJECTIVE
To provide comprehensive law enforcement training activities for peace officers, dispatchers, jailers and other law enforcement individuals throughout the region.

### PRIMARY WORK TASKS
1. Develop, distribute and release Request for Proposal (RFP); select provider.
2. Provide basic, advanced, and specialized training for officers/potential officers.
3. Attend provider meetings to receive updates on training provided.
5. Survey law enforcement departments annually to ascertain effectiveness of providers.
6. Visit regularly with law enforcement departments to determine training needs.
7. Complete required CJD reports.

### PERSONNEL
- Salaries $5,771
- Fringe Benefits $2,395

### CONTRACT SERVICES
- **$37,000**

### TRAVEL
- Costs $600

### OTHER DIRECT
- Telephone $400
- Postage $200
- Copy Services $200
- Office Supplies $1,016
- Other Expenses $21,609

### INDIRECT
- **$3,809**

### TOTAL BUDGET
- **$73,000**

### PRINCIPLE PERFORMANCE MEASURES
1. Distribute RFP to at least one training institution within or contiguous with the region, in conjunction with the grant period.
2. Conduct at least two basic peace officer courses, one jailer & telecommunications/dispatcher course, and specialized/advanced courses as needed.
3. Attend at least one meeting of provider annually for information and contractual purposes.
4. Monitor the designated law enforcement training academy by performing at least one site visit and/or phone monitoring visit.
5. Conduct one course evaluation survey designated by course and instructor, for each course completed and funded by grant.
6. Provide five technical assistance contacts to agencies in the 9-county region that are requesting or needing specific training.
7. Complete two reports required by CJD through the e-Grants and PPRI websites.
IMPLEMENTATION SCHEDULE
September 1, 2013 – August 31, 2014

HUMAN RESOURCE REQUIREMENT
.18 Full Time Equivalent
ARK-TEX COUNCIL OF GOVERNMENTS
PURCHASE OF JUVENILE SERVICES
WORK PROGRAM AND EXPENDITURE BUDGET 2014

2014 PROGRAM OBJECTIVE
To provide funds to allow juvenile probation
departments to purchase quality services for
juveniles involved in the juvenile justice system.

PERSONNEL
Salaries $2,129
Fringe Benefits $884

PRIMARY WORK TASKS
1. Develop contract with counties.
2. Conduct annual meeting of juvenile probation
   officers.
3. Conduct site visits to probation departments to
determine program effectiveness.
4. Reimburse eligible expenses per contracts.
5. Complete required CJD reports.

CONTRACT SERVICES $52,000

TRAVEL
Costs $500

OTHER DIRECT

PRINCIPLE PERFORMANCE MEASURES
1. Develop one contract with each of the ATCOG
   counties holding primary interest/jurisdiction
   of the juvenile services.
2. Conduct at least one visit with each county
   probation department to assess needs and
discuss expectations of given contract.
3. Conduct at least one monitoring site visit and/
or phone visit with each of the contracted
   county juvenile probation departments.
4. Complete one or more reimbursements for
   each contracted county juvenile probation
   department based on their eligibility of
   services.
5. Complete two reports required by CJD through
   the eGrants and PPRI websites.

Telephone $600
Postage $200
Copy Services $75
Office Supplies $1,916
Other Expenses $291

INDIRECT

TOTAL BUDGET $60,000

IMPLEMENTATION SCHEDULE
September 1, 2013 – August 31, 2014

HUMAN RESOURCE REQUIREMENT
.05 Full Time Equivalent
ARK-TEX COUNCIL OF GOVERNMENTS
EMERGENCY COMMUNICATIONS PROGRAM
GOAL STATEMENT AND TOTAL PROGRAM BUDGET

EMERGENCY COMMUNICATIONS PROGRAM GOAL STATEMENT

The goal of the Emergency Communications program is to protect and enhance public safety and health through fiscally responsible administration of enhanced 9-1-1 systems, network and equipment; rural mapping services; distribution and dissemination of public education information and materials; telecommunicator training; and maintenance of ALI database, GIS database and 9-1-1 database throughout the region.

TOTAL EMERGENCY COMMUNICATIONS BUDGET

<table>
<thead>
<tr>
<th>BUDGETED EXPENDITURES</th>
<th>ANTICIPATED REVENUES BY SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$ 226,921</td>
</tr>
<tr>
<td>Contracts</td>
<td>$ 979,110</td>
</tr>
<tr>
<td>Travel</td>
<td>$ 30,959</td>
</tr>
<tr>
<td>Other Direct</td>
<td>$ 101,473</td>
</tr>
<tr>
<td>Indirect</td>
<td>$ 105,837</td>
</tr>
<tr>
<td>Equipment</td>
<td>$ 0</td>
</tr>
</tbody>
</table>

TOTAL BUDGETED EXPENDITURES - $1,444,300

TOTAL ANTICIPATED REVENUE - $1,444,300
ARK-TEX COUNCIL OF GOVERNMENTS
REGIONAL 9-1-1
WORK PROGRAM AND EXPENDITURE BUDGET 2014

2014 PROGRAM OBJECTIVE
To provide network and equipment for effective 9-1-1 emergency communications and maintain services to the citizens of the region.

PERSONNEL
Salaries $160,362
Fringe Benefits $66,559

PRIMARY WORK TASKS
1. Maintain and report financial and performance information accurately and in a timely manner to CSEC.
2. Provide public education information.
3. Provide training for telecommunicators.
4. Develop and amend Strategic Plan as required.
5. Monitor PSAPs for proper operations.
6. Create and maintain maps.
7. Issue new addresses.
8. Maintain 9-1-1 databases.
9. Provide & maintain 9-1-1 equipment.

CONTRACT SERVICES $979,110

TRAVEL
Costs $30,959

OTHER DIRECT
Telephone $14,200
Postage $1,000
Copy Services $2,000
Other Expenses $71,773
Office Supplies $12,500

INDIRECT $105,837

EQUIPMENT $0

TOTAL BUDGET $1,444,300

IMPLEMENTATION SCHEDULE
September 1, 2013 – August 31, 2014

HUMAN RESOURCE REQUIREMENT
5.5 Full Time Equivalent
ARK-TEX COUNCIL OF GOVERNMENTS  
RENTAL ASSISTANCE PROGRAM  
GOAL STATEMENT AND TOTAL PROGRAM BUDGET

RENTAL ASSISTANCE PROGRAM GOAL STATEMENT

The overall goal of the Rental Assistance Program is to achieve four (4) major objectives:

- To provide improved living conditions for low-income families while maintaining their rent payments at an affordable level.
- To promote freedom of housing choice and spatial deconcentration of low income and minority families.
- To provide decent, safe and sanitary housing for eligible participants.
- To provide an incentive to private property owners to rent to low income families by offering timely assistance payments and counseling to tenants on obligations under their lease.

TOTAL RENTAL ASSISTANCE PROGRAM BUDGET

<table>
<thead>
<tr>
<th>BUDGETED EXPENDITURES</th>
<th></th>
<th>ANTICIPATED REVENUES BY SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$343,400</td>
<td>U.S. Department of Housing and Urban Development (USDHUD) - $7,299,168</td>
</tr>
<tr>
<td>Contracts</td>
<td>$6,676,632</td>
<td></td>
</tr>
<tr>
<td>Travel</td>
<td>$24,000</td>
<td></td>
</tr>
<tr>
<td>Other Direct</td>
<td>$94,973</td>
<td></td>
</tr>
<tr>
<td>Indirect</td>
<td>$160,163</td>
<td></td>
</tr>
<tr>
<td>Equipment</td>
<td>$0</td>
<td></td>
</tr>
</tbody>
</table>

TOTAL BUDGETED EXPENDITURES - $7,299,168

TOTAL ANTICIPATED REVENUE - $7,229,168
ARK-TEX COUNCIL OF GOVERNMENTS
RENTAL ASSISTANCE PROGRAM
WORK PROGRAM AND EXPENDITURE BUDGET 2014

2014 PROGRAM OBJECTIVE
To promote adequate and affordable housing, economic opportunity and a suitable living environment free from discrimination.

PERSONNEL
Salaries $242,676
Fringe Benefits $100,724

PRIMARY WORK TASKS
1. Inform potential applicants and landlords of program availability.
2. Provide technical assistance to applicants and landlords.
3. Coordinate activities to assure continued eligibility of program participants.
4. Compile and submit all required reports to USHUD.
5. Perform computer matching of clients with DHUD online systems.

CONTRACT SERVICES $6,676,632

TRAVEL
Travel Costs $24,000

OTHER DIRECT
Telephone $6,000
Postage $5,000
Copy Services $3,000
Other Expenses $79,773
Office Supplies $1,200

INDIRECT $160,163

EQUIPMENT $0

TOTAL BUDGET $7,299,168

PRINCIPLE PERFORMANCE MEASURES
1. Issue approximately 50 new Housing Choice Vouchers and add approximately 25 new families to Rental Assistance Program.
2. Add at least five property owners to potential landlord list.
3. Payment of approximately $6.3 million to landlords in form of rental payments for eligible families.
4. Maintain high performer status for FY14 by timely reporting to DHUD.
5. Use DHUD online system to reduce fraud, recover overpaid rent and maintain program integrity for FY14

IMPLEMENTATION SCHEDULE
October 1, 2013 – September 30, 2014

HUMAN RESOURCE REQUIREMENT
8.32 Full Time Equivalent
ARK-TEX COUNCIL OF GOVERNMENTS
NORTH EAST TEXAS ECONOMIC DEVELOPMENT DISTRICT
GOAL STATEMENT AND TOTAL PROGRAM BUDGET

NETEDD GOALS STATEMENT

The goal of the North East Texas Economic Development District (NETEDD) is to promote economic development and opportunity, foster effective transportation systems, enhance and protect the environment, and balance resources through sound management of development throughout the 11-county NETEDD area.

TOTAL NETEDD PROGRAM BUDGET

<table>
<thead>
<tr>
<th>BUDGETED EXPENDITURES</th>
<th>ANTICIPATED REVENUES BY SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel $11,834</td>
<td>U.S. Department of Commerce -</td>
</tr>
<tr>
<td>Contracts $0</td>
<td>Economic Development Administration - $60,000</td>
</tr>
<tr>
<td>Travel $2,220</td>
<td></td>
</tr>
<tr>
<td>Other Direct $30,427</td>
<td></td>
</tr>
<tr>
<td>Indirect $5,519</td>
<td></td>
</tr>
<tr>
<td>Equipment $10,000</td>
<td></td>
</tr>
</tbody>
</table>

TOTAL BUDGETED EXPENDITURES - $60,000

TOTAL ANTICIPATED REVENUE - $60,000
ARK-TEX COUNCIL OF GOVERNMENTS
NORTH EAST TEXAS ECONOMIC DEVELOPMENT DISTRICT (NETEDD)
WORK PROGRAM AND EXPENDITURE BUDGET 2014

2014 PROGRAM OBJECTIVE
To plan, establish and maintain a Comprehensive Economic Development Strategy (CEDS) (5-year term). Coordinate economic development planning with other economic development entities.

PRIMARY WORK TASKS
1. Work with other economic development entities for economic development planning.
2. Monitor and report potential major economic disruptions in the economic condition of the district.
3. Utilize the NETEDD Revolving Loan Fund (RLF) and other RLFS to promote economic development within the district. EDA grant applications to be given priority.
4. Prepare required annual performance reports to the EDA.

PRINCIPLE PERFORMANCE MEASURES
1. Work with local & state government agencies, chambers of commerce, economic and industrial development corporations, entrepreneurs, EDA-funded entities and other economic development planners to facilitate economic development planning and implementation within the district.
2. Attend a minimum of five NETEDD Roundtables to help foster economic development and planning and stay abreast of potential economic downturns and disruptions within the district.
3. Assist local governments and other eligible non-profit organizations in processing and obtaining a minimum of two EDA grants.
4. Submit and maintain records of economic development activities to provide annual performance report to the EDA as to progress in economic development achievements.

IMPLEMENTATION SCHEDULE
January 1, 2014 – December 31, 2014

HUMAN RESOURCE REQUIREMENT
.21 Full Time Equivalent
ARK-TEX COUNCIL OF GOVERNMENTS
NORTH EAST TEXAS ECONOMIC DEVELOPMENT DISTRICT
REVOLVING LOAN FUND
GOAL STATEMENT AND TOTAL PROGRAM BUDGET

NETEDD RLF GOALS STATEMENT

The goal of the NETEDD RLF is to fund private sector basic job creation or retention and to strengthen capital formation throughout the 11-county NETEDD area.

TOTAL NETEDD RLF PROGRAM BUDGET

<table>
<thead>
<tr>
<th>BUDGETED EXPENDITURES</th>
<th>ANTICIPATED REVENUES BY SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$11,834</td>
</tr>
<tr>
<td>Contracts</td>
<td>$0</td>
</tr>
<tr>
<td>Travel</td>
<td>$0</td>
</tr>
<tr>
<td>Other Direct</td>
<td>$11,319</td>
</tr>
<tr>
<td>Indirect</td>
<td>$5,519</td>
</tr>
<tr>
<td>Equipment</td>
<td>$0</td>
</tr>
</tbody>
</table>

TOTAL BUDGET EXPENDITURES - $28,672

TOTAL ANTICIPATED REVENUE - $28,672
ARK-TEX COUNCIL OF GOVERNMENTS
NORTH EAST TEXAS ECONOMIC DEVELOPMENT DISTRICT
REVOLVING LOAN FUND
WORK PROGRAM AND EXPENDITURE BUDGET 2014

2014 PROGRAM OBJECTIVE
Provide technical assistance and financing for fixed assets and/or working capital to help small and medium-sized businesses start-up, expand, or increase productivity.

PRIMARY WORK TASKS
1. Strengthen the economic base.
2. Create and retain permanent full-time jobs.
3. Attend required meetings.

PRINCIPLE PERFORMANCE MEASURES
1. Extend at least two NETEDD RLF loans for improvement of economic indicators such as unemployment, per capital personal income, and out-migration.
2. Create one job for every $35,000 loaned; 50% of new jobs will be targeted at the long-term unemployed and/or under-employed.
3. Attend at least three seminars, teleconferences, workshops or webinars as required.

IMPLEMENTATION SCHEDULE
October 1, 2013 – September 30, 2014

HUMAN RESOURCE REQUIREMENT
.22 Full Time Equivalent

PERSONNEL
Salaries $8,363
Fringe Benefits $3,471

CONTRACT SERVICES $0

TRAVEL
Costs $0

OTHER DIRECT
Telephone $288
Postage $0
Copy Services $100
Other Expenses $10,931
Office Supplies $0

INDIRECT $5,519

EQUIPMENT $0

TOTAL BUDGET $28,672
ARK-TEX COUNCIL OF GOVERNMENTS
NORTH EAST TEXAS ECONOMIC DEVELOPMENT DISTRICT
EAST TEXAS RURAL ACCESS PROGRAM REVOLVING LOAN FUND
GOAL STATEMENT AND TOTAL PROGRAM BUDGET

NETEDD ETRAP-RLF GOALS STATEMENT

The goal of the East Texas Rural Access Program Revolving Loan Fund (ETRAP-RLF) is to provide loan funding for projects that address primary care needs in medically under-served areas of East Texas.

TOTAL NETEDD ETRAP-RLF BUDGET

<table>
<thead>
<tr>
<th>BUDGETED EXPENDITURES</th>
<th>ANTICIPATED REVENUES BY SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel $11,834</td>
<td>United States Department of Agriculture - $21,458</td>
</tr>
<tr>
<td>Contracts $0</td>
<td></td>
</tr>
<tr>
<td>Travel $152</td>
<td></td>
</tr>
<tr>
<td>Other Direct $3,953</td>
<td></td>
</tr>
<tr>
<td>Indirect $5,519</td>
<td></td>
</tr>
<tr>
<td>Equipment $0</td>
<td></td>
</tr>
</tbody>
</table>

TOTAL BUDGETED EXPENDITURES - $21,458

TOTAL ANTICIPATED REVENUE - $21,458
2014 PROGRAM OBJECTIVE
Objectives include funding qualified applicants for loans, identifying additional funding sources, and funding loans.

PRIMARY WORK TASKS
1. Fund loans to eligible applicants.
2. Seek additional funding from public and private sources.

PRINCIPLE PERFORMANCE MEASURES
1. At least two ETRAP-RLF loans funded.
2. Approve at least two funding applications with third party lender participation.

IMPLEMENTATION SCHEDULE
October 1, 2013 – September 30, 2014

HUMAN RESOURCE REQUIREMENT
.21 Full Time Equivalent

<table>
<thead>
<tr>
<th>PERSONNEL</th>
<th>CONTRACT</th>
<th>INDIRECT</th>
<th>EQUIPMENT</th>
<th>TOTAL BUDGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>$8,363</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fringe Benefits</td>
<td>$3,471</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$0</td>
<td></td>
<td></td>
<td></td>
<td>$21,458</td>
</tr>
</tbody>
</table>

TRAVEL Costs $152

OTHER DIRECT Telephone $238
Postage $100
Copy Services $50
Other Expenses $3,465
Office Supplies $100

INDIRECT $5,519

EQUIPMENT $0
ARK-TEX COUNCIL OF GOVERNMENTS
CHAPMAN REVOLVING LOAN FUND
GOAL STATEMENT AND TOTAL PROGRAM BUDGET

CHAPMAN RLF GOALS STATEMENT

The goal of the Chapman Revolving Loan Fund (RLF) is to develop a viable and continuing resource for private businessmen and public governments to increase economic development and create job opportunities throughout the nine-county ATCOG area.

TOTAL CHAPMAN RLF PROGRAM BUDGET

<table>
<thead>
<tr>
<th>BUDGETED EXPENDITURES</th>
<th>ANTIMIPATED REVENUES BY SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$11,834</td>
</tr>
<tr>
<td>Contracts</td>
<td>$0</td>
</tr>
<tr>
<td>Travel</td>
<td>$0</td>
</tr>
<tr>
<td>Other Direct</td>
<td>$3,994</td>
</tr>
<tr>
<td>Indirect</td>
<td>$5,519</td>
</tr>
<tr>
<td>Equipment</td>
<td>$0</td>
</tr>
<tr>
<td>TOTAL BUDGETED Exp</td>
<td>$21,347</td>
</tr>
<tr>
<td>EXPENDITURES</td>
<td></td>
</tr>
<tr>
<td>TOTAL ANTICIPATED REVENUE</td>
<td>$21,347</td>
</tr>
<tr>
<td>REVENUE</td>
<td></td>
</tr>
</tbody>
</table>
ARK-TEX COUNCIL OF GOVERNMENTS  
CHAPMAN REVOLVING LOAN FUND  
WORK PROGRAM AND EXPENDITURE BUDGET 2014

**2014 PROGRAM OBJECTIVE**
Create permanent full-time jobs by providing financial assistance for economic development projects in the form of a loan guarantee to businesses and direct loans to local governments.

**PERSONNEL**
<table>
<thead>
<tr>
<th>Salary</th>
<th>Fringe Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>$8,363</td>
<td>$3,471</td>
</tr>
</tbody>
</table>

**PRIMARY WORK TASKS**
1. Create permanent full-time jobs.
2. Provide financial assistance for economic development projects.
3. Provide loan guarantees of 50% of lending needs to businesses.
4. Provide direct loans of 80% of lending needs to local governments.

**CONTRACT SERVICES**
<table>
<thead>
<tr>
<th>Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0</td>
</tr>
</tbody>
</table>

**TRAVEL**

**OTHER DIRECT**
<table>
<thead>
<tr>
<th>Telephone</th>
<th>Postage</th>
<th>Copy Services</th>
<th>Other Expenses</th>
<th>Office Supplies</th>
</tr>
</thead>
<tbody>
<tr>
<td>$288</td>
<td>$0</td>
<td>$0</td>
<td>$3,706</td>
<td>$0</td>
</tr>
</tbody>
</table>

**INDIRECT**

**EQUIPMENT**

**TOTAL BUDGET**

$21,347

**IMPLEMENTATION SCHEDULE**
October 1, 2013 – September 30, 2014

**HUMAN RESOURCE REQUIREMENT**
.21 Full Time Equivalent
ARK-TEX COUNCIL OF GOVERNMENTS
ARK-TEX REGIONAL DEVELOPMENT COMPANY (ATRDC)
GOAL STATEMENT AND TOTAL PROGRAM BUDGET

ATRDC GOALS STATEMENT

The goal of the Ark-Tex Regional Development Company is to provide funds for expanding businesses which, through their expansion, will provide benefits to themselves and the communities, such as job creation, expansion of tax base and expansion of personal income.

TOTAL ATRDC PROGRAM BUDGET

<table>
<thead>
<tr>
<th>BUDGETED EXPENDITURES</th>
<th>ANTICIPATED REVENUES BY SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$ 70,525</td>
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<tr>
<td>Contracts</td>
<td>$ 8,045</td>
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<td>Travel</td>
<td>$ 10,000</td>
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<td>Other Direct</td>
<td>$ 145,108</td>
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<tr>
<td>Indirect</td>
<td>$ 32,893</td>
</tr>
<tr>
<td>Equipment</td>
<td>$ 25,000</td>
</tr>
</tbody>
</table>

TOTAL BUDGETED EXPENDITURES - $291,571

TOTAL ANTICIPATED REVENUE - $291,571
ARK-TEX COUNCIL OF GOVERNMENTS
ARK-TEX REGIONAL DEVELOPMENT COMPANY (ATRDC)
WORK PROGRAM AND EXPENDITURE BUDGET 2014

2014 PROGRAM OBJECTIVE
Assist small businesses with financing for fixed-asset projects by assembling, analyzing, and making recommendations on loan packages, submit the analysis and recommendations to SBA for approval, and close and service the 504 loan.

PERSONNEL
Salaries $49,839
Fringe Benefits $20,686

CONTRACT SERVICES $8,045

PRIMARY WORK TASKS
1. Create economic development opportunity in the community.
2. Provide affordable long term financing for business expansions.
3. Give a financial incentive to encourage private lender participation.
4. Give a financial incentive to stimulate business capital investment.
5. Provide access to public capital markets for small business.
6. Attend required local and regional SBA meetings.

TRAVEL
Costs $10,000

OTHER DIRECT
Telephone $1,733
Postage $1,000
Copy Services $500
Other Expenses $139,875
Office Supplies $2,000

PRINCIPLE PERFORMANCE MEASURES
1. Economic Development creation for improvement of economic indicators such as unemployment, per capital personal income, and out-migration.
2. At least two 504 Loans for business expansions.
3. Number of private lenders participating.
4. Increase in business capital investment.
5. At least five small businesses applying for SBA loans.
6. Attend at least two training sessions.

IMPLEMENTATION SCHEDULE
October 1, 2013 – September 30, 2014

HUMAN RESOURCE REQUIREMENT
1.34 Full Time Equivalent

INDIRECT $32,893

EQUIPMENT $25,000

TOTAL BUDGET $291,571
ARK-TEX COUNCIL OF GOVERNMENTS
AREA AGENCY ON AGING
GOAL STATEMENT AND TOTAL PROGRAM BUDGET

AREA AGENCY ON AGING GOALS STATEMENT

The goal of the Area Agency on Aging is to be the region’s visible advocate and leader in providing a comprehensive and coordinated continuum of services which will assist persons sixty (60) years of age and older and/or their spouses and the disabled persons to live dignified, independent and productive lives in a safe environment.

TOTAL AREA ON AGING BUDGET

<table>
<thead>
<tr>
<th>BUDGETED EXPENDITURES</th>
<th>ANTICIPATED REVENUES BY SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>Department of Aging &amp; Disability Services</td>
</tr>
<tr>
<td>Vendors</td>
<td>(DADS) - $1,276,791</td>
</tr>
<tr>
<td>Travel</td>
<td>ATCOG Match - $37,000</td>
</tr>
<tr>
<td>Other Direct</td>
<td>Local Funds - $60,000</td>
</tr>
<tr>
<td>Indirect</td>
<td>In-Kind - $40,000</td>
</tr>
<tr>
<td>Equipment</td>
<td>$  0</td>
</tr>
</tbody>
</table>

TOTAL BUDGETED EXPENDITURES - $1,413,791

TOTAL ANTICIPATED REVENUE - $1,413,791
ARK-TEX COUNCIL OF GOVERNMENTS
AREA AGENCY ON AGING (AAA)
ADMINISTRATION
WORK PROGRAM AND EXPENDITURE BUDGET 2014

2014 PROGRAM OBJECTIVE
To provide the administrative support necessary to ensure that AAA program performance and accountability are maintained at highest possible standard and become the access and assistance entry point for disabled persons of all ages.

PERSONNEL
Salaries $58,773
Fringe Benefits $24,394

VENDOR SERVICES $0

TRAVEL
Costs $7,800

OTHER DIRECT
Telephone $2,615
Postage $640
Copy Services $600
Other Expenses $12,706
Office Supplies $1,100

INDIRECT $36,372

EQUIPMENT $0

TOTAL BUDGET $145,000

IMPLEMENTATION SCHEDULE
October 1, 2013 – September 30, 2014

HUMAN RESOURCE REQUIREMENT
1.72 Full Time Equivalent
ARK-TEX COUNCIL OF GOVERNMENTS
AREA AGENCY ON AGING (AAA)
CONGREGATE MEALS (C1)
WORK PROGRAM AND EXPENDITURE BUDGET 2014

2014 PROGRAM OBJECTIVE
To provide one meal a day for five days a week, except in a rural area where it is not cost effective to serve meals five days a week, in a congregate setting to persons 60 years of age and older, which meets the 1/3 RDA requirements.

PERSONNEL
Salaries $0
Fringe Benefits $0

VENDOR SERVICES $290,000

PRIMARY WORK TASKS
1. Promote wellness education to prevent illness.
2. Monitor the effectiveness of nutrition providers of the congregate meal program.
3. Provide transportation services to nutrition programs.
4. Provide congregate meals during FY 2014 as funding and local support allow.

TRAVEL
Costs $0

OTHER DIRECT
Telephone $0
Postage $0
Copy Services $0
Other Expenses $0
Office Supplies $0

INDIRECT $0

EQUIPMENT $0

TOTAL BUDGET $290,000

PRINCIPLE PERFORMANCE MEASURES
1. Conduct media campaigns and information and assistance to a minimum of 400 congregate meal clients.
2. Monitor three nutrition meal providers at least annually for quality & adherence to DADS’ nutritional standards. Ongoing desk reviews to ensure that all assessments and reports are completed.
3. Vendor agreement with two transportation providers.
4. A total of 50,000 congregate meals provided to the elderly in this region.

IMPLEMENTATION SCHEDULE
October 1, 2013 – September 30, 2014

HUMAN RESOURCE REQUIREMENT
0 Full Time Equivalent
ARK-TEX COUNCIL OF GOVERNMENTS
AREA AGENCY ON AGING (AAA)
HOME DELIVERED MEALS (C2)
WORK PROGRAM AND EXPENDITURE BUDGET 2014

2014 PROGRAM OBJECTIVE
To provide home delivered meals to homebound persons 60 years of age and over in the Ark-Tex region.

PERSONNEL
Salaries $0
Fringe Benefits $0

VENDOR SERVICES $325,000

TRAVEL
Costs $0

OTHER DIRECT
Telephone $0
Postage $0
Copy Services $0
Other Expenses $0
Office Supplies $0

INDIRECT $0

EQUIPMENT $0

TOTAL BUDGET $325,000

PRINCIPLE PERFORMANCE MEASURES
1. Assess 170 clients a minimum of every 12 months to determine if they meet the requirements for a home delivered meal.
2. Monitor three providers at least annually to ensure that all meals meet the 1/3 RDA requirements.
3. Vendor agreement with three meal projects in this region.
4. A total of 74,000 home delivered meals provided to the elderly in the Ark-Tex region.

IMPLEMENTATION SCHEDULE
October 1, 2013 -- September 30, 2014

HUMAN RESOURCE REQUIREMENT
0 Full Time Equivalent
ARK-TEX COUNCIL OF GOVERNMENTS
AREA AGENCY ON AGING (AAA)
OTHER SUPPORTIVE SERVICES
WORK PROGRAM AND EXPENDITURE BUDGET 2014

2014 PROGRAM OBJECTIVE
To provide support services to the elderly in the Ark-Tex region. In addition to legal awareness, IR&A, case management, data management, and ombudsman, other support services include legal assistance, transportation, outreach, in-home respite, homemaker, prescription assistance program, home modifications and repairs, and assistive technology devices.

PRIMARY WORK TASKS
1. Provide support services to persons age 60 and over who live in the Ark-Tex region.
2. Vendor agreements to provide services with local service-providing agencies.
3. Submit program performance and fiscal reports as required.

PRINCIPLE PERFORMANCE MEASURES
1. Support services provided to a minimum of 5,300 persons age 60 and over.
2. Monitor approximately 30 service providing agencies monthly through billing.
3. Monthly program performance and fiscal reports submitted to the AAA accurately and on time.

PERSONNEL
Salaries $162,492
Fringe Benefits $67,443

VENDOR SERVICES
$265,740

TRAVEL
Costs $19,150

OTHER DIRECT
Telephone $6,273
Postage $1,060
Copy Services $475
Other Expenses $23,100
Office Supplies $815

INDIRECT
$107,243

EQUIPMENT
$0

TOTAL BUDGET
$653,791

IMPLEMENTATION SCHEDULE
October 1, 2013 – September 30, 2014

HUMAN RESOURCE REQUIREMENT
5.22 Full Time Equivalent
ARK-TEX COUNCIL OF GOVERNMENTS
AREA AGENCY ON AGING (AAA)
OTHER SUPPORTIVE SERVICES
INFORMATION, REFERRAL AND ASSISTANCE
WORK PROGRAM AND EXPENDITURE BUDGET 2014

2014 PROGRAM OBJECTIVE
To provide information and assistance to the elderly, their family members and caregivers in the Ark-Tex region.

PERSONNEL
Salaries
Fringe Benefits

PRIMARY WORK TASKS
1. Promote staff awareness of elderly issues.
2. Develop information and assistance brochure.
3. Provide free access to information and assistance services.
4. Provide information and assistance services.

VENDOR SERVICES

TRADE SERVICES

TRAVEL SUPPORTIVE SERVICES

Other DIRECT SERVICES
Telephone
Postage
Copy Services
Other Expenses
Office Supplies

IMPLEMENTATION SCHEDULE
October 1, 2013 – September 30, 2014

HUMAN RESOURCE REQUIREMENT
Full Time Equivalent - See Page 32

INDIRECT EQUIPMENT

TOTAL BUDGET
ARK-TEX COUNCIL OF GOVERNMENTS
AREA AGENCY ON AGING (AAA)
OTHER SUPPORTIVE SERVICES
DATA MANAGEMENT
WORK PROGRAM AND EXPENDITURE BUDGET 2014

2014 PROGRAM OBJECTIVE
To ensure the AAA has the staff and capabilities to perform computer functions required by DADS and other agencies.

PERSONNEL
Salaries
Fringe Benefits SEE

VENDOR SERVICES
TRAVEL SUPPORTIVE

OTHER SERVICES OTHER DIRECT SERVICES

INDIRECT EQUIPMENT

TOTAL BUDGET

PRINCIPLE PERFORMANCE MEASURES
1. Two staff employed by ATCOG AAA trained on SPURS system.
2. Maintain the DADS SPURS Database with two Case Managers’ input.
3. Accurate and timely reports of 30 local service providers submitted to DADS.

IMPLEMENTATION SCHEDULE
October 1, 2013 – September 30, 2014

HUMAN RESOURCE REQUIREMENT
Full Time Equivalent - See Page 32

PAGE 32
ARK-TEX COUNCIL OF GOVERNMENTS
AREA AGENCY ON AGING (AAA)
OTHER SUPPORTIVE SERVICES
LEGAL AWARENESS/ASSISTANCE
WORK PROGRAM AND EXPENDITURE BUDGET 2014

2014 PROGRAM OBJECTIVE
To provide awareness to the elderly, family and
other interested persons about elder abuse and
neglect, and provide assistance to individuals
eligible for Medicare, Medicaid, SHIP and other
supplemental insurance plans.

PERSONNEL
Salaries
Fringe Benefits

VENDOR SERVICES

OTHER SERVICES

TRAVEL SUPPORTIVE SERVICES
Costs

OTHER DIRECT SERVICES
Telephone
Postage
Copy Services
Other Expenses
Office Supplies

INDIRECT EQUIPMENT

TOTAL BUDGET

PRINCIPLE PERFORMANCE MEASURES
1. Disseminate accurate, timely and relevant
information, eligibility criteria, and procedures
to the elderly about public entitlements, health/
long-term care, individual rights, planning/
protection options, housing and consumer issues.

2. Work closely with the Center for Medicare and
Medicaid Services (CMS) to assist 328
individuals.

3. Prepare and perform Outreach and awareness of
Medicare Part D to 328 individuals.

4. Assist with questions about appeals, buying
other insurance, choosing a health plan, buying a
Medigap policy, and Medicare Rights and
Protections.

IMPLEMENTATION SCHEDULE
October 1, 2013 – September 30, 2014

HUMAN RESOURCE REQUIREMENT
Full Time Equivalent - See Page 32
2014 PROGRAM OBJECTIVE
To provide in-home assistance to elderly clients in the Ark-Tex area in order that they may remain at home in a safe environment for as long as possible.

PERSONNEL
Salaries
Fringe Benefits

PRIMARY WORK TASKS
1. Accept and process referrals from individuals and other social service agencies.
2. Complete assessment document on clients requesting assistance during in-home visits.
3. Develop individualized care plans.
4. Arrange for the provision of needed services as identified in the care plan.
5. Reassess client needs every 6 months.
6. Develop and maintain vendor agreements.
7. Develop documented client records.
8. Develop program information brochure.
9. Maintain client records in SPURS client tracking system.

VENDOR SERVICES

TRAavel
Costs

OTHER DIRECT SERVICES
Telephone
Postage
Copy Services
Other Expenses
Office Supplies

INDIRECT EQUIPMENT

TOTAL BUDGET

PRINCIPLE PERFORMANCE MEASURES
1. All referrals processed by two case managers.
2. Completion of 174 assessments.
3. Completion of 174 care plans.
4. Identification of services for 174 clients.
5. Reassessment of 174 clients’ needs every 6 months, or more often as needed.
7. Maintain records of 174 clients.
8. Completion and distribution of 400 brochures.
9. Maintenance of 174 client records in SPURS client tracking system.

IMPLEMENTATION SCHEDULE
October 1, 2013 – September 30, 2014

HUMAN RESOURCE REQUIREMENT
Full Time Equivalent - See Page 32
ARK-TEX COUNCIL OF GOVERNMENTS
AREA AGENCY ON AGING (AAA)
OTHER SUPPORTIVE SERVICES
OMBUDSMAN
WORK PROGRAM AND EXPENDITURE BUDGET 2014

2014 PROGRAM OBJECTIVE
To provide advocacy for the rights of elderly residing in the Ark-Tex region long-term care facilities.

PRIMARY WORK TASKS
1. Recruit volunteers to serve as nursing home Ombudsmen.
2. Provide initial and re-certification training for volunteers.
3. Assign Ombudsmen to area long-term care facilities.
4. Conduct routine site visits to area long-term care facilities.
5. Identify resident problems and issues.
6. Coordinate activities with the Texas Department of Aging & Disability Services (DADS).
7. Provide in-service training to area long-term care facility staff on resident rights.
8. Compile and submit all required reports.

PRINCIPLE PERFORMANCE MEASURES
1. Maintain and recruit certified volunteer Ombudsman to meet State performance measures.
2. Provision of 12 hours of training annually to all certified Ombudsman.
3. Assignments to 33 area nursing and 25 assisted living facilities.
4. Visits conducted quarterly to long-term care facilities.
5. Resolution of 80% or higher of problems or issues either totally or partially resolved.
6. Participation in annual DADS reviews for all 33 area facilities.
7. Provision of a minimum of four in-service training sessions.
8. Submission of 12 reports.

IMPLEMENTATION SCHEDULE
October 1, 2013 – September 30, 2014

HUMAN RESOURCE REQUIREMENT
Full Time Equivalent - See Page 32
ARK-TEX COUNCIL OF GOVERNMENTS
ENVIRONMENTAL PROGRAMS
GOAL STATEMENT AND TOTAL PROGRAM BUDGET

ENVIRONMENTAL PROGRAMS GOALS STATEMENT

The goal of the Environmental Programs is to increase recycling and source reduction throughout the ATCOG region, therefore reducing the annual quantity of waste discarded, to assess water quality in the Sulphur River Basin and Cypress Creek Basin and assist in identifying management programs to maintain and enhance the water quality, and to conduct environmental assessments to determine the impact of water system improvement projects. Additional goals are to identify potential petroleum and hazardous substance properties, develop cleanup plans for redevelopment, facilitate the distribution of solid waste grant funds, and to coordinate solid waste planning efforts to improve the region’s solid waste management systems.

TOTAL ENVIRONMENTAL PROGRAMS BUDGET

<table>
<thead>
<tr>
<th>BUDGETED EXPENDITURES</th>
<th>ANTICIPATED REVENUES BY SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel $51,690</td>
<td>Texas Commission on Environmental Quality (TCEQ)</td>
</tr>
<tr>
<td>Contracts $32,975</td>
<td>Solid Waste Management - $115,000</td>
</tr>
<tr>
<td>Travel $3,125</td>
<td>Water Quality - $12,986</td>
</tr>
<tr>
<td>Other Direct $20,088</td>
<td>Water Quality Environmental Assessment $4,000</td>
</tr>
<tr>
<td>Indirect $24,108</td>
<td>Total Anticipated Revenue - $131,986</td>
</tr>
<tr>
<td>Equipment $0</td>
<td>Total Budgeted Expenditures - $131,986</td>
</tr>
</tbody>
</table>

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ARK-TEX COUNCIL OF GOVERNMENTS
SOLID WASTE MANAGEMENT
WORK PROGRAM AND EXPENDITURE BUDGET 2014

2014 PROGRAM OBJECTIVE
To provide staff support to facilitate the fair and orderly distribution of Texas Commission on Environmental Quality (TCEQ) solid waste grant funds and to coordinate local/regional solid waste planning efforts to improve the region’s solid waste management systems.

<table>
<thead>
<tr>
<th>PERSONNEL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
</tr>
<tr>
<td>Fringe Benefits</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CONTRACT SERVICES</th>
</tr>
</thead>
<tbody>
<tr>
<td>$32,975</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TRAVEL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Costs</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OTHER DIRECT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telephone</td>
</tr>
<tr>
<td>Postage</td>
</tr>
<tr>
<td>Copy Services</td>
</tr>
<tr>
<td>Other Expenses</td>
</tr>
<tr>
<td>Office Supplies</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>INDIRECT</th>
</tr>
</thead>
<tbody>
<tr>
<td>$20,696</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EQUIPMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0</td>
</tr>
</tbody>
</table>

HUMAN RESOURCE REQUIREMENT
1.06 Full Time Equivalent

TOTAL BUDGET
$115,000
ARK-TEX COUNCIL OF GOVERNMENTS
WATER QUALITY
WORK PROGRAM AND EXPENDITURE BUDGET 2014

2014 PROGRAM OBJECTIVE
Assess water quality in the Sulphur River Basin and Cypress Creek Basin and assist in identifying management programs to maintain and enhance water quality.

PERSONNEL
Salaries $5,170
Fringe Benefits $2,146

PRIMARY WORK TASKS
1. Analyze basin water quality in both basins.
2. Conduct monitoring in priority areas to assess potential areas of water quality impairment.
3. Initiate annual coordinated monitoring meetings for all entities monitoring in the Sulphur River Basin who presently, or potentially could, come under the Quality Assurance Project Plan for the Basin.
4. Integrate new data, land use information, and information on events that may affect water quality to prepare a more comprehensive evaluation of factors affecting water quality in the Basin.
5. Review and/or assist state RLF project applicants and TCEQ in resolution of conflicts between proposed project data and approved ATCOG Water Quality Management Plan.
7. Contact entities and encourage participation in meetings for water quality strategy.

CONTRACT SERVICES $0

TRAVEL
Costs $125

OTHER DIRECT
Telephone $165
Postage $10
Copy Services $10
Other Expenses $5,873
Office Supplies $75

INDIRECT $3,412

EQUIPMENT $0

TOTAL BUDGET $16,986

PRINCIPLE PERFORMANCE MEASURES
1. Recommend additional monitoring or management programs based on current analysis of water quality within both basins.
2. Determine extent and significance of impairment, isolate potential source areas, evaluate potential control strategies, and evaluate effectiveness of control strategies within both basins.
3. Decreased costs and/or increased monitoring within basin.
4. Complete summaries, maps, and tables.
5. Number of applicants assisted and number of conflicts resolved.
6. Three plan updates completed & submitted to TCEQ.
7. At least four entities contacted.

IMPLEMENTATION SCHEDULE
September 1, 2013 – August 31, 2014

HUMAN RESOURCE REQUIREMENT
.18 Full Time Equivalent

40
ARK-TEX COUNCIL OF GOVERNMENTS
PUBLIC TRANSPORTATION FOR NON-URBANIZED AREAS
SECTIONS 5311, 5310, JARC, NEW FREEDOM, PLANNING
AND AGING TRANSPORTATION
GOAL STATEMENT AND TOTAL PROGRAM BUDGET

SECTIONS 5311, 5310, JARC, NEW FREEDOM, PLANNING AND AGING TRANSPORTATION
GOALS STATEMENT

The goal of the Public Transportation for Non-Urbanized Areas, Sections 5311, 5310, JARC, New
Freedom, Planning and Aging, is to provide general public transportation to the ambulatory, as well as
those needing ADA care, and to develop and implement the updated ATCOG Regional Transportation
Coordination Plan for the nine Texas counties in the ATCOG area, including the Texarkana Urbanized
Area where ATCOG TRAX is assisting the urban area transit district by providing paratransit and senior
services transportation.

TOTAL PUBLIC TRANSPORTATION PROGRAM BUDGET

BUDGETED EXPENDITURES

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$ 687,288</td>
</tr>
<tr>
<td>Contracts</td>
<td>$ 880,000</td>
</tr>
<tr>
<td>Travel</td>
<td>$ 17,500</td>
</tr>
<tr>
<td>Other Direct</td>
<td>$ 909,244</td>
</tr>
<tr>
<td>Indirect</td>
<td>$ 320,554</td>
</tr>
<tr>
<td>Equipment</td>
<td>$ 16,000</td>
</tr>
<tr>
<td>Vehicles</td>
<td>$ 1,080,000</td>
</tr>
</tbody>
</table>

TOTAL BUDGETED EXPENDITURES - $3,910,586

ANTICIPATED REVENUES BY SOURCE

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Texas Department of Transportation</td>
<td>$647,617</td>
</tr>
<tr>
<td>Federal Funds</td>
<td>$2,510,012</td>
</tr>
<tr>
<td>Local Funds</td>
<td>$447,040</td>
</tr>
<tr>
<td>Program Income</td>
<td>$70,000</td>
</tr>
<tr>
<td>In Kind</td>
<td>$235,917</td>
</tr>
</tbody>
</table>

TOTAL ANTICIPATED REVENUE - $3,910,586
AR-K-TEX COUNCIL OF GOVERNMENTS
PUBLIC TRANSPORTATION FOR NON-URBANIZED AREAS
SECTIONS 5311, 5310, JARC, NEW FREEDOM, PLANNING
AND AGING TRANSPORTATION
WORK PROGRAM AND EXPENDITURE BUDGET 2014

2014 PROGRAM OBJECTIVE
Provide transportation to the general public and coordinate with other agencies and programs to provide transportation for their clients. Develop and implement the updated ATCOG Regional Transportation Coordination Plan.

PRIMARY WORK TASKS
1. Provide public transportation in the nine-county area.
2. Provide transportation to people age 60+, the general public, WtW participants, adult education students and disabled persons.
3. Make vehicles available to local agencies when needed as Emergency Evacuation System.
4. Coordinate rural program with Texarkana Urban Transportation System.
5. Develop and implement the updated ATCOG Regional Transportation Coordination Plan.
6. Continue operations of a full service Regional Maintenance Facility and Transfer Facility in Mt. Pleasant for the 5311 and 5310 vehicle fleet.
7. Attend required local and state meetings.

PRINCIPLE PERFORMANCE MEASURES
1. Provide 600,000 passenger trips annually.
2. Coordinate with Area Agency on Aging, area education entities, workforce centers and at least two other agencies.
3. Attend at least three meetings and coordinate with Emergency Management Personnel.
4. Work with contractor to ensure coordination of transportation by holding regional public meetings.
5. Continue to update ATCOG Regional Transportation Coordination Plan with public meeting input.
6. Expand the ATCOG fleet of vehicles.
7. Attend two state trainings as required.

IMPLEMENTATION SCHEDULE
September 1, 2013 – August 31, 2014

HUMAN RESOURCE REQUIREMENT
22.05 Full Time Equivalent

PERSONNEL
Salaries $485,696
Fringe Benefits $201,591

CONTRACT SERVICES $880,000

TRAVEL
Costs $17,500

OTHER DIRECT
Communications $38,000
Postage $1,000
Copy Services $1,000
Other Expenses $860,245
Office Supplies $9,000

INDIRECT $320,554

EQUIPMENT $16,000

VEHICLES $1,080,000

TOTAL BUDGET $3,910,586
HOMELAND SECURITY PROGRAM GOAL STATEMENT

The goals of the Homeland Security Program and Law Enforcement Terrorism Prevention Program grants are to continue professional staff activities in regard to updating and implementing the Texas’s Strategy for Homeland Security and regional homeland security strategies and plans; coordinate the use of the funding to jurisdictions for regional and local equipment purchases; coordinate equipment deployments with other aspects of regional strategies for first responder preparedness; training and exercises; assist local grantees with implementing state, regional and local strategies; assist the state as requested; and complete tasks as required by the contract.

TOTAL HOMELAND SECURITY PROGRAM BUDGET

<table>
<thead>
<tr>
<th>BUDGETED EXPENDITURES</th>
<th>ANTICIPATED REVENUES BY SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$ 67,624</td>
</tr>
<tr>
<td>Contracts</td>
<td>$ 384,276</td>
</tr>
<tr>
<td>Travel</td>
<td>$ 3,200</td>
</tr>
<tr>
<td>Other Direct</td>
<td>$ 19,277</td>
</tr>
<tr>
<td>Indirect</td>
<td>$ 31,540</td>
</tr>
<tr>
<td>Equipment</td>
<td>$ 0</td>
</tr>
<tr>
<td><strong>TOTAL BUDGETED</strong></td>
<td><strong>$ 505,917</strong></td>
</tr>
<tr>
<td><strong>ANTICIPATED</strong></td>
<td><strong>REVENUE - $505,917</strong></td>
</tr>
<tr>
<td><strong>EXPENDITURES</strong></td>
<td><strong>$ 505,917</strong></td>
</tr>
<tr>
<td><strong>State Homeland Security Program</strong></td>
<td><strong>$429,187</strong></td>
</tr>
<tr>
<td><strong>Law Enforcement Terrorism Prevention Activities</strong></td>
<td><strong>$76,730</strong></td>
</tr>
</tbody>
</table>
**ARK-TEX COUNCIL OF GOVERNMENTS**  
**STATE HOMELAND SECURITY PROGRAM AND LAW ENFORCEMENT TERRORISM PREVENTION ACTIVITIES PROGRAM WORK PROGRAM AND EXPENDITURE BUDGET 2014**

<table>
<thead>
<tr>
<th>2014 PROGRAM OBJECTIVE</th>
<th>PERSONNEL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continue the continuity of the expanded planning effort begun under the State Homeland Security Planning Grant and complete the tasks as outlined in the contract.</td>
<td>Salaries $47,789</td>
</tr>
<tr>
<td></td>
<td>Fringe Benefits $19,835</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PRIMARY WORK TASKS</th>
<th>CONTRACT SERVICES $384,276</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Maintain the ATCOG Homeland Security Advisory Committee (HSAC).</td>
<td></td>
</tr>
<tr>
<td>2. Facilitate the development of the regional homeland security implementation plan.</td>
<td></td>
</tr>
<tr>
<td>3. Facilitate the distribution of homeland security program funding.</td>
<td></td>
</tr>
<tr>
<td>4. Facilitate the update or development of the regional state preparedness report.</td>
<td></td>
</tr>
<tr>
<td>5. Aid local jurisdictions in meeting training requirements.</td>
<td></td>
</tr>
<tr>
<td>6. Register inventory of regional response assets valued at $5,000 or greater on the Texas Regional Response Network (TRRN).</td>
<td></td>
</tr>
<tr>
<td>7. Facilitate the scheduling of local/regional exercises.</td>
<td></td>
</tr>
<tr>
<td>8. Coordinate regional homeland security efforts with the State Administrative Agency (SAA).</td>
<td></td>
</tr>
<tr>
<td>9. Compile and submit required grant report to FEMA and the SAA.</td>
<td></td>
</tr>
<tr>
<td>10. Maintain the Northeast Texas Preparedness Coalition (NETPC).</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PRINCIPLE PERFORMANCE MEASURES (Cont.)</th>
<th>TOTAL BUDGET $505,917</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Provision of staff support for four HSAC meetings.</td>
<td></td>
</tr>
<tr>
<td>2. Submission of the ATCOG homeland security strategy implementation plan to DPS by the set deadline.</td>
<td></td>
</tr>
<tr>
<td>3. Distribute region’s homeland security funding in the amount of $219,863 to project in the region.</td>
<td></td>
</tr>
<tr>
<td>4. Submission of updates to the State Preparedness Report to the State.</td>
<td></td>
</tr>
<tr>
<td>5. Provision and education of one in-region training opportunity.</td>
<td></td>
</tr>
</tbody>
</table>
PRINCIPLE PERFORMANCE MEASURES
6. Upload data meeting the criteria on the TRRN as required by DPS.
7. Successful conduct of one local/regional homeland security exercise.
9. Submission of four progress reports to FEMA and the SAA through the Texas DPA website.
10. Provision of staff at four NETPC meetings.

IMPLEMENTATION SCHEDULE
October 1, 2013 – September 30, 2014

HUMAN RESOURCE REQUIREMENT
1.06 Full Time Equivalent
ARK-TEX COUNCIL OF GOVERNMENTS
GEOGRAPHIC INFORMATION SYSTEMS (GIS) PROGRAM
GOAL STATEMENT AND TOTAL PROGRAM BUDGET

GIS PROGRAM GOAL STATEMENT

The goal of the GIS Department is to provide geographic analysis and mapping support to all programs of the Ark-Tex Council of Governments and respond to any requests from member and non-member agencies for facilitation of their programs or special projects that require GIS support.

TOTAL GIS BUDGET

<table>
<thead>
<tr>
<th>BUDGETED EXPENDITURES</th>
<th>ANTICIPATED REVENUES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$ 52,331</td>
</tr>
<tr>
<td>Contracts</td>
<td>$ 0</td>
</tr>
<tr>
<td>Travel</td>
<td>$ 2,000</td>
</tr>
<tr>
<td>Other Direct</td>
<td>$ 5,536</td>
</tr>
<tr>
<td>Indirect</td>
<td>$ 24,407</td>
</tr>
<tr>
<td>Equipment</td>
<td>$ 0</td>
</tr>
</tbody>
</table>

TOTAL BUDGETED EXPENDITURES - $84,274
TOTAL ANTICIPATED REVENUE - $84,274
ARK-TEX COUNCIL OF GOVERNMENTS
GIS PROGRAM
WORK PROGRAM AND EXPENDITURE BUDGET 2014

2014 PROGRAM OBJECTIVE
To acquire, provide and maintain accurate GIS data in order to support GIS mapping requests and activities for all departments, members and non-member agencies.

PERSONNEL
Salaries $36,981
Fringe Benefits $15,349

CONTRACT SERVICES $0

TRAVEL
Costs $2,000

OTHER DIRECT
Telephone $1500
Postage $100
Copy Services $20
Other Expenses $3,617
Office Supplies $300

INDIRECT $24,407

EQUIPMENT $0

TOTAL BUDGET $84,274

PRIMARY WORK TASKS
1. Maintain all current GIS data layers.
2. Provide GIS analysis and mapping support to all departments and programs of ATCOG, members and non-member agencies.
3. Respond to all data and mapping requests, as well as GIS analysis support requests, from member & non-member agencies.
4. Respond to all data and mapping requests from other public and private organizations and provide GIS support as requested.
5. Develop additional GIS applications to support member and non-member entities.

PRINCIPLE PERFORMANCE MEASURES
1. Maintenance of 10 GIS data layers.
2. Provision of GIS analysis and one map per county to all programs and departments, members and non-member agencies.
3. Provision of GIS analysis and one map to other member and non-member agencies as requested, meeting or exceeding their expectations.
4. Provision of GIS analysis and one map to other public and private organizations, meeting or exceeding their expectations.
5. Provision of additional GIS applications to member and non-member entities and one map as requested.
IMPLEMENTATION SCHEDULE
September 1, 2013 – August 31, 2014

HUMAN RESOURCE REQUIREMENT
1 Full Time Equivalent
ARK-TEX COUNCIL OF GOVERNMENTS
URBAN TRANSPORTATION PROGRAM
GOAL STATEMENT AND TOTAL PROGRAM BUDGET

URBAN TRANSPORTATION GOALS STATEMENT

The goal of the Urban Transportation Program is to fulfill the Interlocal Agreement to provide urban transportation management services to the Texarkana Urban Transit District in the operation of the T-Line transit system.

TOTAL URBAN TRANSPORTATION PROGRAM BUDGET

<table>
<thead>
<tr>
<th>BUDGETED EXPENDITURES</th>
<th>ANTICIPATED REVENUES BY SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel $68,564</td>
<td></td>
</tr>
<tr>
<td>Contracts $10,000</td>
<td>Contract - $113,400</td>
</tr>
<tr>
<td>Other Direct $6,544</td>
<td></td>
</tr>
<tr>
<td>Indirect $19,318</td>
<td></td>
</tr>
</tbody>
</table>

TOTAL BUDGETED EXPENDITURES - $113,400

TOTAL ANTICIPATED REVENUE - $113,400
ARK-TEX COUNCIL OF GOVERNMENTS  
URBAN TRANSPORTATION PROGRAM  
WORK PROGRAM AND EXPENDITURE BUDGET 2014

2014 PROGRAM OBJECTIVE  
To fulfill the Interlocal Agreement to provide urban transportation management services to the Texarkana Urban Transit District in the operation of the T-Line transit system.

PERSONNEL  
Salaries $47,088  
Fringe Benefits $21,476

PRIMARY WORK TASKS
1. Facilitate the management and day-to-day operation of the transit system.
2. Prepare TUTD budget.
3. Employ staff necessary to maintain and operate the transportation system.

CONTRACT SERVICES $10,000

TRAVEL
Costs $500

OTHER DIRECT
Telephone $300
Postage $50
Copy Services $50
Other Expenses $4,930
Office Supplies $200

INDIRECT $28,806

TOTAL BUDGET $113,400

IMPLEMENTATION SCHEDULE
October 1, 2013 – August 31, 2014

HUMAN RESOURCE REQUIREMENT
1.13 Full Time Equivalent
ARK-TEX COUNCIL OF GOVERNMENTS
SPECIAL PROJECTS
GOAL STATEMENT AND TOTAL PROGRAM BUDGET

SPECIAL PROJECTS GOAL STATEMENT

The goal of the Special Projects Division is to provide staff support to administer special projects for ATCOG and prepare grants to federal and/or state agencies.

TOTAL SPECIAL PROJECTS BUDGET

<table>
<thead>
<tr>
<th>BUDGETED EXPENDITURES</th>
<th>ANTICIPATED REVENUES BY SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$96,658</td>
</tr>
<tr>
<td>Contracts</td>
<td>$16,974</td>
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<tr>
<td>Travel</td>
<td>$2,975</td>
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<tr>
<td>Other Direct</td>
<td>$21,948</td>
</tr>
<tr>
<td>Indirect</td>
<td>$10,783</td>
</tr>
<tr>
<td>Equipment</td>
<td>$0</td>
</tr>
</tbody>
</table>

Texas Department of Agriculture - $5,351
Division of Emergency Management - $43,419
Bowie, Cass and Hopkins Counties - $14,473
Indirect - $86,095

TOTAL BUDGETED EXPENDITURES - $149,338

TOTAL ANTICIPATED REVENUE - $149,338
ARK-TEX COUNCIL OF GOVERNMENTS
COMMUNITY AND ECONOMIC DEVELOPMENT ASSISTANCE
WORK PROGRAM AND EXPENDITURE BUDGET 2014

2014 PROGRAM OBJECTIVE
Provide technical assistance services not related to a specific Texas Community Development Block Grant Program contract to TxCDBG-eligible localities within the region.

PRIMARY WORK TASKS
1. Provide census and income data to TxCDBG-eligible localities.
2. Distribute Texas Department of Agriculture (TDA) program information.
3. Provide general technical assistance as related to non-project specific community and economic development program areas.
4. Continually review and be familiar with the TxCDBG Implementation Manual.
5. Continually review and be familiar with the TDA website, particularly as it pertains to the TxCDBG, community development and economic development.

PRINCIPLE PERFORMANCE MEASURES
1. Prepare census and income data for eight localities requesting data.
2. Provide information about TDA programs to 30 localities.
3. Prepare information for four non-project specific community and economic development program areas.
4. Attend one Implementation Manual training.
5. Check TDA website weekly for program information.

IMPLEMENTATION SCHEDULE
September 1, 2013 – August 31, 2014

HUMAN RESOURCE REQUIREMENT
.03 Full Time Equivalent

PERSONNEL
Salaries $1,333
Fringe Benefits $553

CONTRACT SERVICES
$0

TRAVEL
Costs $0

OTHER DIRECT
Telephone $67
Postage $10
Copy Services $30
Other Expenses $2,394
Office Supplies $85

INDIRECT $879

EQUIPMENT $0

TOTAL BUDGET $5,351
ARK-TEX COUNCIL OF GOVERNMENTS
HAZARD MITIGATION PLANNING
WORK PROGRAM AND EXPENDITURE BUDGET 2014

2014 PROGRAM OBJECTIVE
Begin preparation of 5-year updates of Hazard Mitigation Plans for Bowie, Cass and Hopkins Counties.

<table>
<thead>
<tr>
<th>PERSONNEL</th>
<th>CONTRACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>SERVICES</td>
</tr>
<tr>
<td>Fringe Benefits</td>
<td>$16,974</td>
</tr>
</tbody>
</table>

PRIMARY WORK TASKS
1. Contract with individual to complete plans.
2. Contractor will work with local city and county officials and representatives during plan preparation.
3. Contractor will gather local data for each plan.
4. Contractor will prepare hazard mitigation plans.
5. Submit quarterly reports.

<table>
<thead>
<tr>
<th>TRAVEL</th>
<th>OTHER DIRECT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Costs</td>
<td>$475</td>
</tr>
</tbody>
</table>

PRINCIPLE PERFORMANCE MEASURES
1. Execute one contract for updated plans.
2. Serve as facilitator at two public meetings for localities and contact local officials for participation.
3. Contact local representatives, utilize computer data, and contact professionals for specific data for three plans.
4. Combine information, format, and complete three plans.
5. Submit three quarterly reports to TDEM.

<table>
<thead>
<tr>
<th>TELEPHONE</th>
<th>POSTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Copy Services</td>
<td>Other Expenses</td>
</tr>
<tr>
<td>Office Supplies</td>
<td>$8,601</td>
</tr>
<tr>
<td>$75</td>
<td>$75</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>INDIRECT</th>
<th>EQUIPMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>$9,904</td>
<td>$0</td>
</tr>
</tbody>
</table>

IMPLEMENTATION SCHEDULE
February 15, 2014 – September 30, 2014

HUMAN RESOURCE REQUIREMENT
.06 Full Time Equivalent

TOTAL BUDGET $57,892
ARK-TEX COUNCIL OF GOVERNMENTS  
INDIRECT SERVICES  
GOAL STATEMENT AND TOTAL PROGRAM BUDGET

INDIRECT SERVICES GOAL STATEMENT

To provide a mechanism whereby ATCOG may equitably allocate legitimate, appropriate and allowable program/project costs which cannot be directly and readily assigned to specific programs/objects.

TOTAL INDIRECT SERVICES BUDGET

<table>
<thead>
<tr>
<th>BUDGETED EXPENDITURES</th>
<th>ANTICIPATED REVENUES BY SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$ 587,686</td>
</tr>
<tr>
<td>Contracts</td>
<td>$ 37,000</td>
</tr>
<tr>
<td>Travel</td>
<td>$ 41,000</td>
</tr>
<tr>
<td>Other Direct</td>
<td>$ 264,201</td>
</tr>
<tr>
<td>Indirect</td>
<td>$ 0</td>
</tr>
<tr>
<td>Equipment</td>
<td>$ 0</td>
</tr>
</tbody>
</table>

**TOTAL BUDGETED EXPENDITURES - $929,887**  
**TOTAL ANTICIPATED REVENUE - $929,887**
ARK-TEX COUNCIL OF GOVERNMENTS
FINANCE SERVICES FUND
WORK PROGRAM AND EXPENDITURE BUDGET 2014

2014 PROGRAM OBJECTIVE
Provide professional financial services necessary to establish and maintain financial policies, practices and controls in order to ensure the highest degree of financial accountability and to fully safeguard all public funds entrusted to ATCOG.

PRIMARY WORK TASKS
1. Implement policies & procedures.
2. Prepare ATCOG budget and project budgets.
3. Prepare cash requests for funding sources.
4. Process and prepare accounts payable and payroll.
5. Maintain and analyze general ledger financial information.
6. Prepare monthly, quarterly and annual financial reports to funding sources.
7. Monitor subcontractors’ financial reports.
8. Maintain property and equipment inventories.
9. Support monitoring/auditing teams from funding sources.
10. Maintain accounting computer equipment.

PRINCIPLE PERFORMANCE MEASURES
1. Update policies and procedures as needed.
2. Assist in preparation of approx. 30 budgets.
3. Completion of approximately 60 Cash requests.
4. Generate approximately 1,612 payroll direct deposits and 14,000 accounts payable checks.
5. Review of general ledger balances monthly.
6. Assist in completion of approximately 200 financial reports.
7. Assist in completion of approximately four monitoring visits.
8. Assist in physical inventory of ATCOG property and equipment.
9. Assistance to monitoring/audit teams.
10. Assist in maintenance of Finance server.

IMPLEMENTATION SCHEDULE
October 1, 2013 – September 30, 2014

HUMAN RESOURCE REQUIREMENT
3.93 Full Time Equivalent
ARK-TEX COUNCIL OF GOVERNMENTS
EXECUTIVE INDIRECT SERVICES
WORK PROGRAM AND EXPENDITURE BUDGET 2014

2014 PROGRAM OBJECTIVE
Provide staff and other support necessary to successfully conduct wide range of overall leadership and managerial functions directly benefiting all ATCOG programs and projects.

PERSONNEL
Salaries $130,386
Fringe Benefits $54,117

PRIMARY WORK TASKS
1. Provide leadership and managerial guidance in planning, organizing and directing all operations of ATCOG.
2. Develop and propose policy guidance to the Board of Directors.
3. Develop and implement organizational administrative procedures and practices.
4. Represent ATCOG and its programs & projects.
5. Coordinate and direct all programs, financing and intergovernmental relationships.
7. Oversee and ensure development of Annual Strategic Work Plan and Budget.
8. Oversee and ensure development of external communications documents.

TRAVEL
Staff Travel $11,000
Board Travel $20,000

OTHER DIRECT
Telephone $4,229
Postage $1,858
Copy Services $857
Other Expenses $14,518
Office Supplies $5,000

INDIRECT
$0

EQUIPMENT
$0

TOTAL BUDGET
$241,965

PRINCIPLE PERFORMANCE MEASURES
1. Provision of leadership and guidance in the operation of ATCOG.
2. Development and presentation of monthly Board agenda to the Board.
3. Implementation of organizational administrative procedures and practices.
4. Representation of ATCOG.
5. Coordination and direction of programs, financing and intergovernmental relationships.
7. Completion of 13-14 Strategic Work Program and Budget.

IMPLEMENTATION SCHEDULE
October 1, 2013 – September 30, 2014

HUMAN RESOURCE REQUIREMENT
2 Full Time Equivalent
ARK-TEX COUNCIL OF GOVERNMENTS
ADMINISTRATIVE INDIRECT SERVICES
WORK PROGRAM AND EXPENDITURE BUDGET 2014

2014 PROGRAM OBJECTIVE
Provide the staff support necessary to administer
ATCOG personnel management, policies,
procedures and benefits, and provide receptionist
services for ATCOG.

PERSONNEL

Salaries $95,968
Fringe Benefits $39,832

PRIMARY WORK TASKS

1. Maintain and administer ATCOG personnel
   policies and ATCOG Integrated Personnel
   Classification, Pay Plan and Job Descriptions.
2. Maintain ATCOG personnel records and files.
3. Administer ATCOG employee benefit plan
   programs.
4. Answer and direct all incoming ATCOG calls.
5. Respond to general inquiries concerning
   ATCOG programs/projects.
6. Greet and direct incoming visitors and clients.
7. Open, sort and distribute incoming mail.
8. Receive and transmit all fax correspondence.
9. Maintain ATCOG computer equipment.

CONTRACT SERVICES $0

TRAVEL

Costs $4,000

OTHER DIRECT

Telephone $2,000
Postage $700
Copy Services $400
Other Expenses $28,533
Office Supplies $1,476

INDIRECT $0

EQUIPMENT $0

TOTAL BUDGET $172,909

PRINCIPLE PERFORMANCE MEASURES

1. Administration of Personnel Policies and
   Integrated Personnel Classification & Pay Plan.
2. Maintenance of personnel records and files for
   approximately 60 employees.
3. Administration of approximately eight benefit
   programs.
4. Take calls from incoming lines.
5. Respond to general requests for ATCOG
   information.
6. Greet and direct visitors on a daily basis.
7. Opening & daily distribution of mail to
   approximately 60 employees.
8. Receipt and transmission of approximately 40
   faxes per day.

IMPLEMENTATION SCHEDULE
October 1, 2013 – September 30, 2014

HUMAN RESOURCE REQUIREMENT
2.68 Full Time Equivalent
ARK-TEX COUNCIL OF GOVERNMENTS
SPECIAL PROJECTS INDIRECT SERVICES
WORK PROGRAM AND EXPENDITURE BUDGET 2014

2014 PROGRAM OBJECTIVE
Provide staff support to administer special projects for ATCOCG and prepare grants to federal and/or state agencies.

PERSONNEL
- Salaries $51,968
- Fringe Benefits $21,570

PRIMARY WORK TASKS
2. Administer STEP projects for Karnack Water Supply Corporation (WSC), North Harrison WSC, Caddo Lake WSC and Leigh WSC.
3. Prepare applications and/or grants to federal and/or state agencies.
4. Provide technical assistance to cities and counties requesting census data and other information.
5. Administer weatherization programs for utility companies.

CONTRACT SERVICES $0

TRAVEL
- Costs $2,500

OTHER DIRECT
- Telephone $1,200
- Postage $200
- Copy Services $300
- Other Expenses $7,781
- Office Supplies $576

INDIRECT $0

EQUIPMENT $0

TOTAL BUDGET $86,095

IMPLEMENTATION SCHEDULE
October 1, 2013 – September 30, 2014

HUMAN RESOURCE REQUIREMENT
- .91 Full Time Equivalent
# Indirect Cost Pool

## INDIRECT COST RATE CALCULATION

### ALLOCATION BY COST CENTER

<table>
<thead>
<tr>
<th>COST CNTR #</th>
<th>DESCRIPTION</th>
<th>COST CENTER ALLOCATION</th>
<th>%</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>14001</td>
<td>Aging</td>
<td>$146,033</td>
<td>15.7</td>
<td></td>
</tr>
<tr>
<td>14002</td>
<td>NETEDD &amp; ATRDC</td>
<td>54,970</td>
<td>5.9</td>
<td></td>
</tr>
<tr>
<td>14003</td>
<td>HUD - Section 8</td>
<td>160,163</td>
<td>17.2</td>
<td></td>
</tr>
<tr>
<td>14004</td>
<td>Criminal Justice Dept.</td>
<td>20,413</td>
<td>2.2</td>
<td></td>
</tr>
<tr>
<td>14005</td>
<td>CSEC - 911</td>
<td>105,837</td>
<td>11.4</td>
<td></td>
</tr>
<tr>
<td>14006</td>
<td>GIS</td>
<td>24,407</td>
<td>2.6</td>
<td></td>
</tr>
<tr>
<td>14007</td>
<td>Tx. Department of Transportation</td>
<td>351,632</td>
<td>37.8</td>
<td></td>
</tr>
<tr>
<td>14008</td>
<td>TCEQ - Environmental</td>
<td>24,108</td>
<td>2.6</td>
<td></td>
</tr>
<tr>
<td>14009</td>
<td>Homeland Security</td>
<td>31,540</td>
<td>3.4</td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>$929,887</td>
<td>98.8</td>
<td></td>
</tr>
</tbody>
</table>

### INDIRECT COST ALLOCATION

- Total Indirect Cost: $799,291
- Plus: Prior Period Under Allocations: 75,598
- Less: Earned Admin Fees: 20,000
- Plus: Current Period Under Allocation: 75,000

TOTAL TO BE ALLOCATED: $929,887

### ALLOCATION BASE CALCULATION

- Total Allocated Indirect Cost: 929,887
- Div by: Total Direct Personnel Cost: 1,993,735

Allocation Base: Total Net Salary plus Benefits (See pp 6 and 7).

### INDIRECT RATE CALCULATION

- Total Allocated Indirect Cost: 929,887
- Div by: Total Direct Expenses: 13,521,826

Indirect Rate: Total Direct Expenses (See pp 6 and 7) as required by SB 177 less capital expenditure 1,131,000 and pass-thru funds

INDIRECT RATE: 6.9%

Difference between cost and allocation: ($0.009)
## UNRESTRICTED FUND REQUIREMENTS

<table>
<thead>
<tr>
<th>LINE ITEM CST #</th>
<th>DESCRIPTION</th>
<th>BUDGETED FY'14</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>PROGRAM MATCHING AND OTHER REQUIREMENTS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14001</td>
<td>Aging</td>
<td>37,000</td>
<td>33.6</td>
</tr>
<tr>
<td>14002</td>
<td>NETEDD &amp; ATRDC</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>14003</td>
<td>HUD - Section 8</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>14004</td>
<td>Criminal Justice Dept.</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>14005</td>
<td>CSEC - 911</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>14006</td>
<td>GIS</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>14007</td>
<td>Tx. Department of Transportation</td>
<td>0</td>
<td>0.0</td>
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<tr>
<td>14008</td>
<td>TCEQ - Environmental</td>
<td>0</td>
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<td>14009</td>
<td>Homeland Security</td>
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<td>14010</td>
<td>Special Projects</td>
<td>0</td>
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<tr>
<td></td>
<td><strong>SUB-TOTAL</strong></td>
<td>$37,000</td>
<td>33.6</td>
</tr>
<tr>
<td></td>
<td>Capital Purchases</td>
<td>0</td>
<td>0.0</td>
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<tr>
<td></td>
<td>Debt Service</td>
<td>40,000</td>
<td>36.4</td>
</tr>
<tr>
<td></td>
<td>Operating Capital</td>
<td>0</td>
<td>0.0</td>
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<tr>
<td></td>
<td>Indirect Cost Support</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td></td>
<td>Interest Expense</td>
<td>33,000</td>
<td>30.0</td>
</tr>
<tr>
<td></td>
<td>Other</td>
<td>0</td>
<td>0.0</td>
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<tr>
<td></td>
<td><strong>SUB-TOTAL</strong></td>
<td>$73,000</td>
<td>66.4</td>
</tr>
<tr>
<td></td>
<td><strong>TOTAL REQUIREMENTS</strong></td>
<td>$110,000</td>
<td>100.0</td>
</tr>
</tbody>
</table>

## REVENUES (SOURCES OF UNRESTRICTED FUNDS)

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Member Dues</td>
<td>60,518</td>
<td>66.9</td>
</tr>
<tr>
<td>State Funds-Texas</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>State Funds-Arkansas</td>
<td>30,000</td>
<td>33.1</td>
</tr>
<tr>
<td>Use Fee/Depreciation</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Indirect Allowance</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Other</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td><strong>TOTAL REVENUES</strong></td>
<td>$90,518</td>
<td>100.0</td>
</tr>
</tbody>
</table>

**BALANCE OF REVENUES**

($19,482)
### Employee Benefit Rate Computation

<table>
<thead>
<tr>
<th>LINE ITEM CST #</th>
<th>DESCRIPTION</th>
<th>BUDGETED Amount</th>
<th>% Gr Salary</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>RELEASE TIME</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0220</td>
<td>Paid Holidays</td>
<td>$79,440</td>
<td>3.82</td>
<td>&gt; Calculated at $7,944 per day average.</td>
</tr>
<tr>
<td>0221</td>
<td>Sick Leave</td>
<td>71,496</td>
<td>3.44</td>
<td>&gt; 10.0 days average estimated.</td>
</tr>
<tr>
<td>0222</td>
<td>Vacation</td>
<td>100,918</td>
<td>4.85</td>
<td>&gt; 9. days average estimated.</td>
</tr>
<tr>
<td>0223</td>
<td>Liability Differential</td>
<td>1,000</td>
<td>0.05</td>
<td>&gt; 12.5 days average</td>
</tr>
<tr>
<td></td>
<td><strong>SUB-TOTAL</strong></td>
<td>$252,854</td>
<td>12.15</td>
<td>&gt; Allows for net changes to release time liability.</td>
</tr>
<tr>
<td></td>
<td><strong>OTHER BENEFITS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0230</td>
<td>FICA</td>
<td>$139,396</td>
<td>6.70</td>
<td>&gt; Includes benefits for all staff.</td>
</tr>
<tr>
<td>0231</td>
<td>Health/Life Insurance</td>
<td>382,347</td>
<td>18.37</td>
<td>&gt; For employees working 30 hours or more.</td>
</tr>
<tr>
<td>0232</td>
<td>Worker's Compensation</td>
<td>18,044</td>
<td>0.87</td>
<td>&gt; Includes benefits for all staff.</td>
</tr>
<tr>
<td>0234</td>
<td>Retirement Program</td>
<td>145,640</td>
<td>7.00</td>
<td>&gt; Includes benefits for temporary staff.</td>
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<tr>
<td>0234</td>
<td>Unemployment Insurance</td>
<td>10,247</td>
<td>0.49</td>
<td></td>
</tr>
<tr>
<td>0235</td>
<td>Disability Insurance</td>
<td>0.00</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>0236</td>
<td>Longevity Pay Benefit</td>
<td>15,138</td>
<td>0.73</td>
<td>&gt; $3.00 each month of tenure (eligibility beginning on the 37th month).</td>
</tr>
<tr>
<td></td>
<td><strong>SUB-TOTAL</strong></td>
<td>$710,812</td>
<td>34.16</td>
<td></td>
</tr>
<tr>
<td>0212</td>
<td>Less: Current Period Over Allocation</td>
<td>(75,000)</td>
<td>-3.60</td>
<td>&gt; FY '13 Anticipated Over-Allocation.</td>
</tr>
<tr>
<td></td>
<td><strong>SUB-TOTAL</strong></td>
<td>$505,945</td>
<td>24.31</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>TOTAL BENEFIT PROGRAM COST</strong></td>
<td>$756,799</td>
<td>36.46</td>
<td></td>
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### Basis for Allocation of Benefit Costs

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
<th>%</th>
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<tr>
<td>Gross Salaries</td>
<td>$2,081,037</td>
<td>100.00</td>
</tr>
<tr>
<td>Less: Release Time</td>
<td>252,854</td>
<td></td>
</tr>
<tr>
<td><strong>CHARGEABLE SALARIES</strong></td>
<td>$1,828,183</td>
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### Benefit Rate Calculation

<table>
<thead>
<tr>
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</thead>
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<tr>
<td>Employee Benefits</td>
<td>756,799</td>
</tr>
<tr>
<td>Div by: Chargeable Salaries</td>
<td>1,828,183</td>
</tr>
<tr>
<td><strong>BUDGETED BENEFIT RATE</strong></td>
<td>41.5</td>
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</table>

Release Time Rate (for calculation): 0.1215
Benefit Rate (for calculation): 0.4151
Certificate of Indirect Costs

This is to certify that I have reviewed the indirect cost rate proposal submitted herewith and to the best of my knowledge and belief:

1. All costs included in this proposal as of September 30, 2014, to establish billing or final indirect costs rates for fiscal year 2014 are allowable in accordance with the requirements of the Federal awards to which they apply and OMB Circular A-87, “Cost Principles for State and Local Governments.”

2. All costs included in this proposal are properly allocable to Federal awards on the basis of a beneficial or causal relationship between the expenses incurred and the agreements to which they are allocated in accordance with applicable requirements. Further, the same costs that have been treated as indirect costs have not been claimed as direct costs. Similar types of costs have been accounted for consistently and the Federal Government will be notified of any accounting changes that would affect the predetermined rate.

I declare that the foregoing is true and correct.

Government Unit: Ark-Tex Council of Governments

Signature: [Signature]

Name of Official: Brenda Davis

Title: Director, Finance & Administration

Date of Execution: September 30, 2013
<table>
<thead>
<tr>
<th>MEMBER</th>
<th>2010 POPULATION</th>
<th>FY '14 DUES</th>
<th>% OF AG TOTAL</th>
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</thead>
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<tr>
<td></td>
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<tr>
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</tr>
<tr>
<td>DeKalb</td>
<td>92,565</td>
<td>1,699</td>
<td>340</td>
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<tr>
<td>Hooks</td>
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<td>2,769</td>
<td>554</td>
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<td>Leary</td>
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<td>495</td>
<td>100</td>
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<tr>
<td>Maud</td>
<td></td>
<td>1,056</td>
<td>211</td>
</tr>
<tr>
<td>Nash</td>
<td></td>
<td>2,960</td>
<td>592</td>
</tr>
<tr>
<td>New Boston</td>
<td></td>
<td>4,550</td>
<td>910</td>
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<td>Redwater</td>
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<tr>
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<td>36,411</td>
<td>7,282</td>
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<tr>
<td>Wake Village</td>
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<td>5,492</td>
<td>1,098</td>
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<td>56,489</td>
<td>11,299</td>
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<tr>
<td>Texarkana College</td>
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<tr>
<td>Texarkana ISD</td>
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<td>Liberty-Eylau ISD</td>
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<td>17,010</td>
<td>28.1%</td>
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<td></td>
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<td>1,135</td>
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<td>1,760</td>
<td>352</td>
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<tr>
<td>Linden</td>
<td></td>
<td>1,998</td>
<td>400</td>
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<td>1,476</td>
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<td>Sub-Total Member Cities</td>
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<td>11,850</td>
<td>2,482</td>
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<td>Cass County (Net)</td>
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<td>18,614</td>
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<td>Good Shepard Medical Center</td>
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<td>DELTA COUNTY</td>
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</tr>
<tr>
<td>Cooper</td>
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<td>1,969</td>
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<td>Sub-Total Member Cities</td>
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<td>2,150</td>
<td>394</td>
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<tr>
<td>Delta County (Net)</td>
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<td>462</td>
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<tr>
<td>Delta County MUD</td>
<td></td>
<td></td>
<td>100</td>
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<td>5,231</td>
<td>956</td>
<td>1.6%</td>
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### APPENDIX II
ATA CG BUDGET FY '14
LINE ITEM COST DISTRIBUTION BY TYPE OF COST

<table>
<thead>
<tr>
<th>LINE ITEM CST #</th>
<th>DESCRIPTION</th>
<th>TOTAL LINE ITEM COST</th>
<th>%</th>
<th>TYPE OF COST</th>
<th>DIRECT</th>
<th>INDIRECT</th>
</tr>
</thead>
<tbody>
<tr>
<td>0110</td>
<td>Salaries</td>
<td>$1,824,253</td>
<td>11.8%</td>
<td>$1,408,944</td>
<td>$415,309</td>
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<tr>
<td>0210</td>
<td>Benefits</td>
<td>757,168</td>
<td>4.9%</td>
<td>584,791</td>
<td>172,377</td>
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<tr>
<td>0310</td>
<td>Travel</td>
<td>164,587</td>
<td>1.1%</td>
<td>123,587</td>
<td>41,000</td>
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<tr>
<td>0311</td>
<td>Non-Staff Travel</td>
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<td>Rent</td>
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<td>38,775</td>
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<td>0411</td>
<td>Rent/Field Office</td>
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<td>0</td>
<td></td>
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<tr>
<td>0412</td>
<td>Storage Rent</td>
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<tr>
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<td>Telephone</td>
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<td>54,283</td>
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<tr>
<td>0421</td>
<td>Telephone/Field Office</td>
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<td>0.0%</td>
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<td>0</td>
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</tr>
<tr>
<td>0430</td>
<td>Postage</td>
<td>15,848</td>
<td>0.1%</td>
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<td>Postage/Field Office</td>
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<tr>
<td>0440</td>
<td>Copier</td>
<td>10,633</td>
<td>0.1%</td>
<td>8,795</td>
<td>1,838</td>
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<tr>
<td>0441</td>
<td>Copier/Field Office</td>
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<td>0.0%</td>
<td>0</td>
<td>0</td>
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<tr>
<td>0510</td>
<td>Other Direct</td>
<td>4,328</td>
<td>0.0%</td>
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<tr>
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<td>Office Supplies</td>
<td>1,265,313</td>
<td>8.2%</td>
<td>1,230,713</td>
<td>34,600</td>
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<tr>
<td>0512</td>
<td>Reproduction and Printing</td>
<td>43,532</td>
<td>0.3%</td>
<td>33,480</td>
<td>10,052</td>
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<tr>
<td>0514</td>
<td>Periodicals and Publications</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
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<tr>
<td>0515</td>
<td>Membership dues</td>
<td>3,266</td>
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<tr>
<td>0516</td>
<td>Advertising</td>
<td>13,000</td>
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<td>0520</td>
<td>Audit and Accounting Fees</td>
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<td>6,280</td>
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<tr>
<td>0521</td>
<td>Legal Fees</td>
<td>67,000</td>
<td>0.4%</td>
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<td>37,000</td>
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<tr>
<td>0522</td>
<td>Insurance and Bonding</td>
<td>7,465</td>
<td>0.0%</td>
<td>365</td>
<td>7,100</td>
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<td>Computer Software Maintenance</td>
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<td>Interest</td>
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<td>Annual Board Meeting</td>
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<td>0530</td>
<td>Contract Labor</td>
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<td>0.1%</td>
<td>10,000</td>
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<td>Equipment</td>
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<td>7.3%</td>
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<tr>
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<td>Equipment Maintenance</td>
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<td>1,000</td>
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<tr>
<td>0810</td>
<td>Contracts (Services)</td>
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<tr>
<td>0910</td>
<td>Indirect</td>
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<td>NA</td>
<td>NA</td>
<td>NA</td>
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</table>

TOTAL EXPENDITURES

- Total Line Item Cost: $15,452,115
- Total Direct Cost: $14,552,824
- Total Indirect Cost: $799,291

% Distribution:
- Total: 100.0%
- Direct: 94.8%
- Indirect: 5.2%
<table>
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<tr>
<th>SALARY RANGE BY GRADE</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td>GRADE 01</td>
<td>13,978</td>
<td>14,830</td>
<td>15,275</td>
<td>15,733</td>
<td>16,205</td>
<td>16,691</td>
<td>17,192</td>
<td>17,707</td>
<td>18,239</td>
<td>18,786</td>
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<td>GRADE 02</td>
<td>18,803</td>
<td>19,302</td>
<td>19,813</td>
<td>20,338</td>
<td>20,877</td>
<td>21,430</td>
<td>21,998</td>
<td>22,581</td>
<td>23,180</td>
<td>23,794</td>
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<td>GRADE 03</td>
<td>20,849</td>
<td>21,402</td>
<td>21,969</td>
<td>22,551</td>
<td>23,149</td>
<td>23,762</td>
<td>24,392</td>
<td>25,038</td>
<td>25,702</td>
<td>26,383</td>
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<td>GRADE 04</td>
<td>23,120</td>
<td>23,733</td>
<td>24,362</td>
<td>25,008</td>
<td>25,670</td>
<td>26,351</td>
<td>27,049</td>
<td>27,766</td>
<td>28,502</td>
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<td>26,316</td>
<td>27,013</td>
<td>27,729</td>
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<td>29,218</td>
<td>29,992</td>
<td>30,787</td>
<td>31,603</td>
<td>32,440</td>
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<td>29,172</td>
<td>29,945</td>
<td>30,739</td>
<td>31,553</td>
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<td>33,248</td>
<td>34,129</td>
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<td>32,348</td>
<td>33,205</td>
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<td>34,989</td>
<td>35,916</td>
<td>36,868</td>
<td>37,845</td>
<td>38,848</td>
<td>39,877</td>
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<td>34,464</td>
<td>35,377</td>
<td>36,315</td>
<td>37,277</td>
<td>38,265</td>
<td>39,279</td>
<td>40,320</td>
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<td>42,485</td>
<td>43,611</td>
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<td>38,211</td>
<td>39,224</td>
<td>40,264</td>
<td>41,331</td>
<td>42,426</td>
<td>43,550</td>
<td>44,704</td>
<td>45,889</td>
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<td>48,353</td>
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<td>43,495</td>
<td>44,647</td>
<td>45,831</td>
<td>47,045</td>
<td>48,292</td>
<td>49,572</td>
<td>50,885</td>
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<td>53,618</td>
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<td>49,503</td>
<td>50,815</td>
<td>52,162</td>
<td>53,544</td>
<td>54,963</td>
<td>56,420</td>
<td>57,915</td>
<td>59,450</td>
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<td>54,892</td>
<td>56,347</td>
<td>57,840</td>
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<td>60,946</td>
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<td>65,921</td>
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<td>58,464</td>
<td>60,013</td>
<td>61,604</td>
<td>63,236</td>
<td>64,912</td>
<td>66,632</td>
<td>68,398</td>
<td>70,210</td>
<td>72,071</td>
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<td>63,152</td>
<td>64,826</td>
<td>66,544</td>
<td>68,307</td>
<td>70,117</td>
<td>71,975</td>
<td>73,883</td>
<td>75,841</td>
<td>77,850</td>
<td>79,913</td>
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<td>GRADE 15</td>
<td>70,022</td>
<td>71,878</td>
<td>73,782</td>
<td>75,738</td>
<td>77,745</td>
<td>79,805</td>
<td>81,920</td>
<td>84,090</td>
<td>86,319</td>
<td>88,606</td>
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<td>GRADE 16</td>
<td>77,637</td>
<td>79,694</td>
<td>81,806</td>
<td>83,974</td>
<td>86,199</td>
<td>88,484</td>
<td>90,829</td>
<td>93,236</td>
<td>95,706</td>
<td>98,242</td>
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<tr>
<td>GRADE 17</td>
<td>85,996</td>
<td>88,275</td>
<td>90,614</td>
<td>93,015</td>
<td>95,480</td>
<td>98,011</td>
<td>100,608</td>
<td>103,274</td>
<td>106,011</td>
<td>108,820</td>
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<td>GRADE 18</td>
<td>95,351</td>
<td>97,878</td>
<td>100,471</td>
<td>103,134</td>
<td>105,867</td>
<td>108,672</td>
<td>111,552</td>
<td>114,508</td>
<td>117,543</td>
<td>120,658</td>
</tr>
</tbody>
</table>