ANNUAL STRATEGIC WORK PROGRAM

AND FINANCIAL PLAN

FY 2027

October 1, 2026
Through
September 30, 2027

Ark-Tex
Council of Governments
EST. 1969

ARK-TEX COUNCIL OF GOVERNMENTS

ANNUAL STRATEGIC WORK PROGRAM AND FINANCIAL PLAN FOR FY2027

Table of Contents

August 27, 2026

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 revenue 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 and 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.

Submitted herewith for your consideration is the Ark-Tex Council of Governments FY2027 Strategic Work Program and Financial Plan as developed by the staff. The FY2027 Strategic Work Program and Financial Plan includes programs related to Housing, Economic Development, Regional Development, Transportation, Area Agency on Aging (AAA), 9-1-1, Criminal Justice, Environmental, Homeland Security, and Special Projects.

From a human resource standpoint, the FY2027 Strategic Work Program and Financial Plan calls for 80 full-time and 16 part-time employees, or 87.13 FTEs.

I am pleased to present the Board with the FY2027 Strategic Work Program and Financial Plan that allows ATCOG to conduct a wide range of programs and projects benefiting the citizens of Northeast Texas. Should you have any questions regarding this document, please don't hesitate to call.

Respectfully submitted,

Mary Beth Rudel

Mary Beth Rudel
Executive Director

August 27, 2026

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, 2027. Detailed information relating to both the anticipated revenue and proposed expenditures is included in this document. This Financial Plan presents balanced program budgets.

Preparation of the Financial Plan 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 Plan was prepared with the latest available information, it is expected that variances of funds available will occur as the fiscal year progresses.

The ATCOG mileage reimbursement rate will continue to follow the current IRS standard rate as allowable per ATCOG policy.

Hotel reimbursement and out-of-town meal allowances will continue to follow the General Appropriations Act, Senate Bill 1, Article IX. The Act requires agencies to use the General Services Administration federal travel rates to determine the maximum lodging and meal reimbursement rates.

The ATCOG employee benefit rate is calculated to 43.5%, down from 52.4% in FY2026. The indirect rate, based on salaries and benefits, is 21.36% up from 20.8% in FY2026. 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 FY2027. If I can be of any assistance in answering any questions, please contact me.

Sincerely,

Laura Cowling
Finance Director

FY 2027 Financial Plan Highlights
and Strategic Work Program Summary

- The Ark-Tex Council of Governments Strategic Work Program and Financial Plan reflects anticipated revenues and expenditures of $35,464,273.

- This is a Work Program and Financial Plan combined. It is not technically a budget because ATCOG does not have taxing or oversight authority.

- Within each State or Federal grant that ATCOG administers, the funding agency regulates the categories in which we are allowed to spend funds. The funding source has complete oversight for the individual grant programs.

- Within each of the program areas, specific project-by-project tasks and performance measures are delineated for the year. Each project is assigned an objective, work tasks, performance measures, and human resource requirement. There are 14 Managed Programs with over 60 Projects/Contracts that make up the revenue sources in the FY 2027 Ark-Tex Council of Governments Strategic Work Program and Financial Plan.

- Financial Highlights

  1. This Plan includes various merit step increases for staff and a 3% COLA. Funding is provided for the Salary Schedule effective October 1, 2026.

     - Total COLA increases for the past 10 years plus FY2027 add up to 30.2%, while the SSI COLA increases total 31.1% prior to FY2027.

  2. The current draft funds 80 FT and 16 PT personnel (87.13 FTEs).

  3. ATCOG's health care provider continues to be Texas Health Benefits (TxHB). Premiums for our basic medical plan increased this year. ATCOG's defined contribution amount is $1,003.34 per month for each employee's basic medical coverage, which is 100% of the employee premium. Employees have the option to "buy up" to a medical plan with a lower deductible and/or out of pocket costs and to make extra

contributions to their HSA. Additional premium costs over the defined employer contribution will be paid by the employee. Employee dental insurance premiums remain $30.72 per employee per month. Rates for life and AD&D did not change.

4. Our current retirement plan is under TCDRS. We are currently at a 200% employer-to-employee match with an employee contribution rate of 4%.
5. The Benefit rate is estimated to be 43.5%, which includes utilizing the FY25 over allocation.

6. Per HHS, ATCOG's State Cognizant Agency that reviews/approves the indirect rate each year, ATCOG will utilize the fixed with carry-forward calculation based on prior year audit figures. The Indirect rate is applied to salaries and benefits and the rate is 21.36%.

7. Current estimates will utilize about $31,574 of ATCOG Unrestricted Funds for Aging match. The FY25 audit stated $774,975 in unrestricted funds and the projected unrestricted fund balance at the end of FY2027 is $913,780.

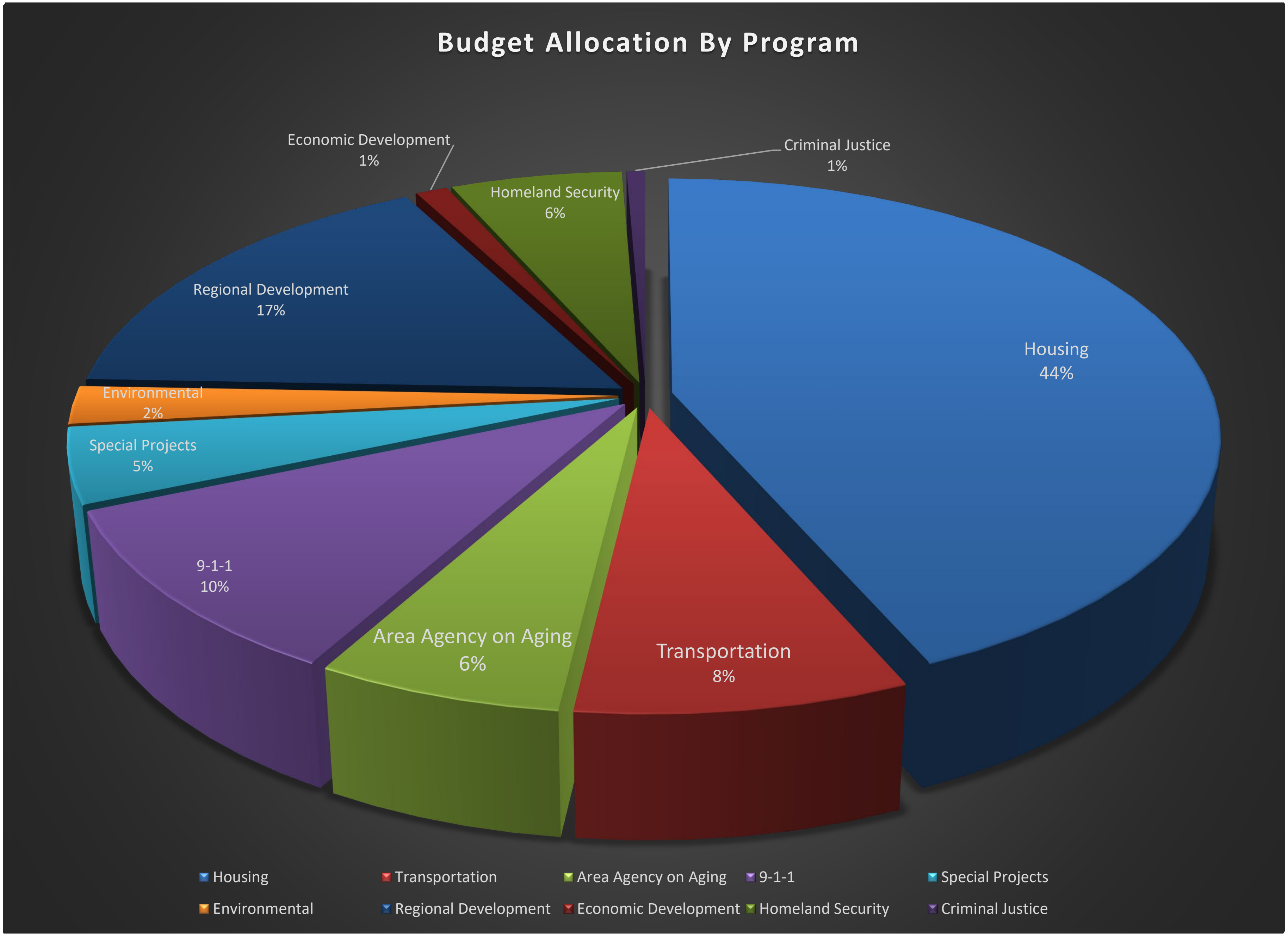
8. Aging, Housing, 9-1-1, Environmental, Homeland Security, Economic Development, Special Projects, and Regional Development revenues are increasing. Transportation and Criminal Justice programs projected to have decreased revenues, but the program is operating within budget constraints without utilizing unrestricted funds and is subject to receive additional funding within the year as ATCOG continues to apply for local grants and funding.

ATCOG Financial Plan FY 2027
LINE ITEM COST DISTRIBUTION BY COST CENTER

Line Item CST #	DESCRIPTION	Total Line Item Cost	%	Cost Center									
				Housing	Economic Dev.	Regional Dev	Rural Transit	Aging	9-1-1	Criminal Justice	Enviro	Homeland Security	Spec. Projects
	Salaries	3,170,125	8.94%	678,679	121,473	164,859	1,096,184	435,763	439,266	68,810	72,203	63,202	29,686
	Benefits	1,379,004	3.89%	295,225	52,841	71,714	476,840	189,557	191,081	29,932	31,408	27,493	12,914
	Contract Labor	-	0.00%	-	-	-	-	-	-	-	-	-	-
	Contract Labor II	-	0.00%	-	-	-	-	-	-	-	-	-	-
	Office Space	100,508	0.28%	21,810	1,840	2,475	1,600	14,150	52,218	1,253	2,500	2,119	543
	Telephone / Internet	48,121	0.14%	10,720	1,365	1,750	5,224	15,400	9,000	848	2,300	956	558
	Copier	10,762	0.03%	1,700	350	700	1,828	2,607	3,000	185	229	-	163
	Cell phone	11,800	0.03%	8,300	-	-	2,500	-	-	447	-	553	-
	Rent/Field Office	5,000	0.01%	-	-	-	5,000	-	-	-	-	-	-
	Utilities/Field Office	33,628	0.09%	1,000	-	-	32,628	-	-	-	-	-	-
	Storage Rent	-	0.00%	-	-	-	-	-	-	-	-	-	-
	Audit and Accounting Fees	-	0.00%	-	-	-	-	-	-	-	-	-	-
	Insurance and Bonding	108,500	0.31%	-	-	-	105,000	-	3,500	-	-	-	-
	Staff Travel	209,233	0.59%	45,000	18,778	22,472	5,800	73,983	30,000	1,300	3,600	6,300	2,000
	Non-Staff Travel	945	0.00%	-	-	-	-	-	-	-	945	-	-
	Registration / Training	44,915	0.13%	18,000	-	-	-	7,750	17,340	-	125	700	1,000
	Office Supplies	45,959	0.13%	5,700	3,051	6,027	8,250	19,391	-	100	304	2,602	534
	Office Equipment	5,000	0.01%	1,500	-	-	3,500	-	-	-	-	-	-
	Postage	11,522	0.03%	7,000	100	150	-	3,810	-	50	-	-	412
	Reproduction and Printing	223	0.00%	-	-	-	-	-	-	-	-	223	-
	Periodicals and Publications	-	0.00%	-	-	-	-	-	-	-	-	-	-
	Membership dues	12,675	0.04%	4,375	338	675	-	3,100	3,907	30	-	250	-
	Advertising/Marketing	13,700	0.04%	1,500	-	-	2,600	7,000	-	-	100	-	2,500
	Computer Software Maintenance	65,545	0.18%	15,000	-	773	43,375	-	500	222	550	125	5,000
	Banking Services	2,500	0.01%	2,500	-	-	-	-	-	-	-	-	-
	Annual Board Meeting	-	0.00%	-	-	-	-	-	-	-	-	-	-
	Other Operations	180,945	0.51%	37,800	-	-	71,572	31,454	25,000	7,305	-	-	7,814
	Equipment Maintenance	145,467	0.41%	5,500	-	-	68,195	-	71,772	-	-	-	-
	Other Direct	15,140,293	42.69%	13,778,684	14,000	43,887	667,918	25,449	524,416	-	67,661	13,980	4,299
	Capital Equipment	1,021,092	2.88%	-	-	-	-	-	1,021,092	-	-	-	-
	Contract Services	12,797,387	36.09%	336,900	138,687	5,553,467	74,025	1,237,475	1,189,730	50,775	640,224	1,981,625	1,594,479
	Indirect	899,423	2.54%	175,847	37,233	50,532	295,906	133,568	134,642	21,091	22,131	19,372	9,099
TOTAL EXPENDITURES		35,464,273	100.00%	15,452,740	390,056	5,919,481	2,967,946	2,200,457	3,716,463	182,348	844,281	2,119,500	1,671,000
%			100.0%	43.6%	1.1%	16.7%	8.4%	6.2%	10.5%	0.5%	2.4%	6.0%	4.7%

ATCOG Budget FY2027
Line Item Cost Distribution

Line Item CST #	DESCRIPTION	Total Line Item Cost	%	Type of Cost	
				Direct	Indirect
	Salaries	3,960,635	10.75%	3,170,125	790,510
	Benefits	1,722,876	4.68%	1,379,004	343,872
	Contract Labor	-	0.00%	-	-
	Contract Labor II	-	0.00%	-	
	Office Space	123,657	0.34%	100,508	23,149
	Telephone / Internet	60,521	0.16%	48,121	12,400
	Copier	12,212	0.03%	10,762	1,450
	Cell phone	14,278	0.04%	11,800	2,478
	Rent/Field Office	5,000	0.01%	5,000	-
	Utilities/Field Office	33,628	0.09%	33,628	-
	Storage Rent	-	0.00%	-	-
	Audit and Accounting Fees	49,500	0.13%	-	49,500
	Insurance and Bonding	131,500	0.36%	108,500	23,000
	Staff Travel	231,733	0.63%	209,233	22,500
	Non-Staff Travel	5,945	0.02%	945	5,000
	Registration / Training	48,415	0.13%	44,915	3,500
	Office Supplies	62,459	0.17%	45,959	16,500
	Office Equipment	5,000	0.01%	5,000	-
	Postage	14,922	0.04%	11,522	3,400
	Reproduction and Printing	223	0.00%	223	-
	Periodicals and Publications	-	0.00%	-	-
	Membership dues	34,225	0.09%	12,675	21,550
	Advertising/Marketing	13,700	0.04%	13,700	-
	Computer Software Maintenance	92,045	0.25%	65,545	26,500
	Banking Services	4,000	0.01%	2,500	1,500
	Annual Board Meeting	-	0.00%	-	-
	Other Operations	182,195	0.49%	180,945	1,250
	Equipment Maintenance	145,467	0.39%	145,467	-
	Other Direct	15,157,293	41.14%	15,140,293	17,000
	Capital Equipment	1,021,092	2.77%	1,021,092	-
	Contract Services	12,814,287	34.78%	12,797,387	16,900
	Indirect Expenses	899,423	2.44%	899,423	
TOTAL EXPENDITURES		36,846,231	100.00%	35,464,273	1,381,959
%				96%	4%



Budget Allocation By Program
Economic Development
1%
Criminal Justice
1%
Homeland Security
6%
Regional Development
17%
Housing
44%
Environmental
2%
Special Projects
5%
9-1-1
10%
Area Agency on Aging
6%
Transportation
8%
Housing
Transportation
Area Agency on Aging
9-1-1
Special Projects
Environmental
Regional Development
Economic Development
Homeland Security
Criminal Justice

BUDGET REVENUE COMPARISON

	Aging	Housing	911	Transportation	Environmental	CJD	Homeland Security	Economic Dev*	Regional Dev.	Special Projects	TOTAL BUDGET	Indirect Rate	Benefits Rate	COLA	SSI COLA
FY 2017	1,790,212	7,266,728	2,364,748	6,357,838	126,998	200,316	361,198	273,178	117,103	13,010	18,871,329	21.10%	61.60%	2.00%	0.30%
FY 2018	1,801,439	7,404,475	2,299,936	6,748,554	124,831	198,195	252,439	272,246	74,884	18,936	19,195,935	26.00%	49.55%	0.00%	2.00%
FY 2019	1,804,141	7,912,137	2,299,936	5,350,049	148,000	209,554	262,453	200,804	248,005	14,500	18,449,579	30.06%	35.20%	3.00%	2.80%
FY 2020	2,144,393	8,146,735	2,629,375	5,205,038	128,475	196,922	266,976	140,548	190,691	24,737	19,073,890	29.19%	35.20%	2.50%	1.60%
FY 2021	2,925,303	9,193,906	2,629,375	5,393,769	128,475	196,922	289,466	239,753	416,254	1,305,237	22,718,460	25.16%	47.85%	0.00%	1.30%
FY 2022	2,515,008	9,249,649	1,981,760	7,156,293	648,475	175,186	702,442	317,023	434,280	1,356,334	24,541,653	20.54%	51.00%	3.00%	5.90%
FY 2023	2,391,660	11,590,665	2,568,850	5,941,760	749,695	172,996	1,124,055	343,888	435,410	1,381,657	26,700,636	26.27%	49.85%	5.00%	8.70%
FY 2024	2,508,865	11,801,910	2,274,139	4,537,614	356,300	175,923	1,125,230	296,726	344,957	1,596,107	25,017,771	26.09%	53.07%	8.70%	3.20%
FY2025	2,553,122	11,824,279	2,458,489	4,833,304	401,563	168,865	2,119,500	270,966	330,207	1,635,000	26,595,295	26.90%	55.79%	0.00%	2.50%
FY2026	2,116,143	14,969,548	1,989,700	3,169,076	710,275	211,646	1,467,508	261,127	1,296,518	1,455,000	27,646,541	20.80%	52.40%	3.00%	2.80%
FY2027	2,200,457	15,452,740	3,716,463	2,967,946	844,281	182,348	2,119,500	390,056	5,919,481	1,671,000	35,464,272	21.36%	43.50%	3.00%	
difference	84,314	483,192	1,726,763	(201,130)	134,006	(29,298)	651,992	128,929	4,622,963	216,000	7,817,731			30.2%	31.1%

MEMBER	TOTAL POPULATION (2020)	MEMBER POPULATION (2020)	FY27 DUES	% Of AG TOTAL
BOWIE COUNTY	**93,839**	36,169	5,425.00	9.0%
City of DeKalb		1,527	305.00	0.6%
City of Hooks		2,769	554.00	0.9%
City of Leary		495	100.00	0.2%
City of Maud		1,056	211.00	0.3%
City of Nash		2,960	592.00	1.0%
City of New Boston		4,550	910.00	1.5%
City of Red Lick		946	202.00	0.3%
City of Redwater		1,057	211.00	0.3%
City of Texarkana-TX		36,193	7,239.00	12.0%
City of Wake Village		5,945	1,189.00	2.0%
Liberty Eylau ISD		-	100.00	0.2%
TexAmericas Center		-	100.00	0.2%
Texarkana College		-	100.00	0.2%
Texarkana ISD		-	100.00	0.2%
TOTAL COUNTY		**93,678**	**$ 17,338.00**	**28.8%**
CASS COUNTY	**28,454**	16,846	2,527.00	4.2%
City of Atlanta		5,433	1,087.00	1.8%
City of Avinger		444	100.00	0.2%
City of Bloomburg		404	100.00	0.2%
City of Domino		93	100.00	0.2%
City of Hughes Springs		1,760	352.00	0.6%
City of Linden		1,998	400.00	0.7%
City of Queen City		1,476	295.00	0.5%
TOTAL COUNTY		**28,454**	**$ 4,961.00**	**8.2%**
DELTA COUNTY	**5,230**	3,261	489.00	0.8%
City of Cooper		1,969	394.00	0.7%
Delta County Municipal Utility District		-	100.00	0.2%
TOTAL COUNTY		**5,230**	**$ 983.00**	**1.6%**
FRANKLIN COUNTY	**10,359**	7,697	1,155.00	1.9%
City of Mt. Vernon		2,662	532.00	0.9%
Franklin County Water District		-	100.00	0.2%
TOTAL COUNTY		**10,359**	**$ 1,787.00**	**3.0%**
HOPKINS COUNTY	**36,787**	19,367	2,905.00	4.8%
City of Como		702	140.00	0.2%
City of Cumby		777	155.00	0.3%
City of Sulphur Springs		15,941	3,188.00	5.3%
Como-Pickton ISD		-	100.00	0.2%
Sulphur Springs ISD		-	100.00	0.2%
Hopkins County Hospital District		-	100.00	0.2%
Northeast TX Rural Rail Authority (NETEX)		-	100.00	0.2%
TOTAL COUNTY		**36,787**	**$ 6,788.00**	**11.2%**

MEMBER	TOTAL POPULATION (2020)	MEMBER POPULATION (2020)	FY27 DUES	% Of AG TOTAL
LAMAR COUNTY	**50,088**	19,724	2,959.00	4.9%
City of Blossom		1,494	299.00	0.5%
City of Deport		578	116.00	0.2%
City of Paris		24,476	4,895.00	8.1%
City of Reno		3,166	633.00	1.0%
City of Roxton		650	130.00	0.2%
Lamar County Soil & Water Conservation District #415		-	100.00	0.2%
Northeast Texas Resource Conservation & Development (RC&D)Area		-	100.00	0.2%
Chisum ISD		-	100.00	0.2%
Paris ISD		-	100.00	0.2%
Paris Junior College		-	100.00	0.2%
TOTAL COUNTY		**50,088**	**9,532.00**	**15.8%**
MILLER COUNTY	**42,600**	12,112	1,817.00	3.0%
City of Fouke		859	172.00	0.3%
City of Garland		242	100.00	0.2%
City of Texarkana - AR		29,387	5,877.00	9.7%
TOTAL COUNTY		**42,600**	**$ 7,966.00**	**13.2%**
MORRIS COUNTY	**11,973**	5,433.00	815.00	1.3%
City of Daingerfield		2,560	512.00	0.8%
City of Lone Star		1,581	316.00	0.5%
City of Naples		1,378	276.00	0.5%
City of Omaha		1,021	204.00	0.3%
Northeast Texas Municipal Water District		-	100.00	0.2%
Pewitt CISD		-	100.00	0.2%
TOTAL COUNTY		**11,973**	**$ 2,323.00**	**3.8%**
RED RIVER COUNTY	**11,587**	5,620	843.00	1.4%
City of Annona		315	100.00	0.2%
City of Avery		482	100.00	0.2%
City of Bogata		1,153	231.00	0.4%
City of Clarksville		3,285	657.00	1.1%
City of Detroit		732	146.00	0.2%
Red River Soil & Water Conservation District		-	100.00	0.2%
Red River County Water Control & Improvement District		-	100.00	0.2%
Avery ISD		-	100.00	0.2%
Clarksville ISD		-	100.00	0.2%
Northeast Texas Housing Finance Corporation		-	100.00	0.2%
TOTAL COUNTY		**11,587**	**$ 2,577.00**	**4.3%**
TITUS COUNTY	**31,247**	14,676	2,201.00	3.6%
City of Mt. Pleasant		16,047	3,209.00	5.3%
City of Winfield		524	105.00	0.2%
Mt. Pleasant ISD		-	100.00	0.2%
Northeast Texas Community College		-	100.00	0.2%
Titus County Fresh Water Supply Dist. #1		-	100.00	0.2%
TOTAL COUNTY		**31,247**	**$ 5,815.00**	**9.6%**

MEMBER	TOTAL POPULATION (2020)	MEMBER POPULATION (2020)	FY27 DUES	% Of AG TOTAL
OTHER				
Northeast TX Regional Advisory Council (NETRAC)		-	100.00	0.2%
Red River Appraisal District		-	100.00	0.2%
Red River Authority of Texas		-	100.00	0.2%
TOTAL OTHER			**$ 300.00**	**0.5%**
AGENCY TOTAL	**322,103**	**322,003**	**$ 60,370.00**	**100.0%**

Note: Current adopted ATCOG policy and agency bylaws prescribe a member dues rate of $00.20 per capita for municipalities, $00.15 per capita for counties, less population of member municipalities, with a minimum dues of $100.00 per member, including special purpose districts and other political subdivisions.

Salary Table 2027

BY GRADE	1	2	3	4	5	6	7	8	9	10
01	20,095	20,699	21,319	21,959	22,617	23,295	23,994	24,715	25,456	26,220
02	26,245	26,940	27,654	28,386	29,139	29,910	30,703	31,517	32,352	33,210
03	29,099	29,871	30,662	31,475	32,308	33,165	34,044	34,946	35,873	36,823
04	32,270	33,125	34,003	34,903	35,829	36,778	37,753	38,754	39,781	40,834
05	35,782	36,730	37,703	38,702	39,728	40,780	41,861	42,970	44,109	45,278
06	39,665	40,715	41,795	42,903	44,039	45,207	46,404	47,633	48,896	50,192
07	43,984	45,149	46,346	47,574	48,834	50,129	51,457	52,820	54,220	55,658
08	48,102	49,377	50,686	52,029	53,407	54,823	56,275	57,767	59,297	60,869
09	53,332	54,746	56,196	57,685	59,214	60,783	62,394	64,048	65,745	67,487
10	59,139	60,706	62,315	63,966	65,662	67,401	69,188	71,021	72,904	74,835
11	65,571	67,309	69,093	70,924	72,804	74,733	76,713	78,746	80,833	82,975
12	72,709	74,635	76,613	78,643	80,728	82,867	85,064	87,318	89,631	92,007
13	79,493	81,599	83,761	85,981	88,259	90,599	93,000	95,464	97,994	100,590
14	88,142	90,478	92,876	95,338	97,863	100,457	103,120	105,852	108,657	111,536
15	97,730	100,320	102,979	105,708	108,509	111,385	114,337	117,367	120,477	123,670
16	108,359	111,231	114,179	117,205	120,310	123,499	126,771	130,131	133,579	137,119
17	120,026	123,206	126,472	129,823	133,263	136,795	140,420	144,141	147,961	151,882
18	133,083	136,609	140,230	143,946	147,760	151,676	155,695	159,821	164,056	168,404

9-1-1 PROGRAM

PROGRAM GOAL

To protect and enhance public safety and health through administration and maitenance of NextGen 9-1-1 systems and programs, telecommunicator training, and public education.

Funding Source(s): Commission on State Emergency Communications (CSEC)

OBJECTIVE

To provide and maintain robust call-delivery network and equipment for effective 9-1-1 emergency communications for the citizens of the region.

PRIMARY WORK TASKS

1 Report financial and performance information to CSEC quarterly.
2 Provide public education to the community.
3 Provide training for telecommunicators.
4 Develop and amend Strategic Plan as required.
5 Monitor Emergency Communication Centers for proper technical operations.
6 Provide Emergency Communication Centers and emergency response agencies with maps.
7 Maintain 9-1-1/GIS databases.
8 Provide, test & maintain 9-1-1 equipment.
9 Provide, test & maintain a 9-1-1 network.

PRINCIPLE PERFORMANCE MEASURES

1 Provide four (4) quarterly financial and performance reports to CSEC.
2 Administer Public Campaign and distribute education items to entities within each of the nine (9) counties upon request.
3 Provide a minimum of two (2) call taker trainings.
4 Submission of one (1) strategic plan as required by set deadline.
5 Conduct at least 14 monitoring visits.
6 Provide map updates to Emergency Communication Centers and emergency response agencies in nine (9) counties.
7 Maintain 9-1-1/GIS databases to within state guidelines.
8 Test and maintain 9-1-1 equipment at fourteen (14) Emergency Communication Centers.
9 Test and maintain 9-1-1 network at fourteen (14) Emergency Communication Centers.

AREA AGENCY ON AGING PROGRAMS

PROGRAM GOAL

To provide a comprehensive and coordinated continuum of services to assist persons 60 years of age and older and/or their spouses and disabled persons.

AREA AGENCY ON AGING PROGRAM

Funding Source(s): Health and Human Services (HHS)

OBJECTIVE

To provide administrative and support services to be the access and assistance entry point for seniors and disabled persons.

PRIMARY WORK TASKS

1 Develop FY27 Area Agency on Aging budget.
2 Coordinate activities and provide administrative support to the Area Agency on Aging and Advisory Council, ensuring adherence to regulations.
3 Compile and submit all required reports to funding sources.
4 Coordinate Area Agency on Aging outreach and advocacy efforts.
5 Provide technical assistance to senior groups and their initiatives.
6 Provide home delivered and congregate meals as funding and local support allow.
7 Monitor the effectivness of meal programs.
8 Provide transportation services to nutrition programs.
9 Provide outreach and education to the 60+ population and/or primary caregiver for available services and make referrals, as needed.
10 Provide support services to persons 60+ and over who live in the Ark-Tex region.

PRINCIPLE PERFORMANCE MEASURES

1 Completion of Area Agency on Aging budget.
2 Conduct a minimum of four (4) Area Agency on Aging Advisory Council meetings.
3 Submission of requested reports on required due date.
4 Presentation of Area Agency on Aging program services to a minimum of 12 area organizations per year.
5 Provision of technical assistance to a minimum of nine (9) senior centers.
6 Provide a combined total of 136,000 congregate and home delivered meals.
7 Monitor all providers annually for quality and adherence.
8 Establish or maintain an agreement with a minimum of one transportation provider.
9 Participate in five (5) community events.
10 Provide support services to a minimum of 4,600 persons through case management, benefits counseling, and Ombudsman services.

AREA AGENCY ON AGING PROGRAMS CONTINUED

AGING AND DISABILITY RESOURCE CENTER PROGRAM

Funding Source(s): Health and Human Services (HHS)

OBJECTIVE

To provide a person-centered, community-based service with easy access to information and one-one-one counseling options to assist individuals through a full range of long-term services and supports (LTSS) and caregiversupport.

PRIMARY WORK TASKS

1. Provide specialized Information, Referral, and Assistance (IR&A) to eligible individuals with current information on the LTSS services and resources available to them.
2. Provide outreach and education activities under the Medicare Improvements for Patients and Providers Act (MIPPA).
3. Provide respite care supports for family members caring for an individual of any age with chronic health condition or a disability.

PRINCIPLE PERFORMANCE MEASURES

1. Staff and maintain the designated ADRC toll-free telephone number to provide accurate referrals and resources to at least 40 callers monthly.
2. Participate in five (5) community events to provide outreach and education to Medicare beneficiaries, particularly those with limited incomes.
3. Assess caregivers' eligibility for services and provide referrals to community providers for respite care and other services that support caregivers.

CRIMINAL JUSTICE PROGRAMS

PROGRAM GOAL

To provide criminal justice related planning, training, technical assistance for grants, and grant reviews.

CRIMINAL JUSTICE SERVICES CONTRACT

Funding Source(s): Texas Office of the Governor (OOG) Public Safety Office

OBJECTIVE

To provide effective criminal justice planning, coordination, technical assistance, and PSO grant assistance services throughout the region.

PRIMARY WORK TASKS

1. Publicize grant application/funding announcements.
2. Conduct local priorities focus groups.
3. Provide PSO required information to potential applicants.
4. Coordinate, facilitate, and serve as staff for the Regional Criminal Justice Advisory Committee.
5. Conduct application scoring meeting and report results to PSO.

PRINCIPLE PERFORMANCE MEASURES

1. Publicize available application/funding notification to 170 entities for criminal justice program funding.
2. Coordinate and facilitate three (3) focus group meetings to update local priorities.
3. Provide technical assistance, approved priorities, bylaws, scoring instruments and other relevant grant application materials to potential applicants, related to the grant application and scoring process.
4. Coordinate and facilitate one (1) criminal justice advisory committee meeting.
5. Conduct one (1) application scoring meeting and submit the approved priority listings to PSO by the deadline.

CRIMINAL JUSTICE PROGRAMS CONTINUED

REGIONAL LAW ENFORCEMENT TRAINING ACADEMY GRANT PROGRAM

Funding Source(s): Texas Office of the Governor (OOG) - Public Safety Office

OBJECTIVE

To provide comprehensive law enforcement training activities for current and potential peace officers, jailers, and other law enforcement individuals throughout the region.

PRIMARY WORK TASKS

1. Procure a training provider to conduct law enforcement courses.
2. Provide basic and specialized/advanced training for officers/potential officers.
3. Attend provider meetings to receive updates on training provided.
4. Monitor provider annually for effectiveness.
5. Complete required PSO reports.

PRINCIPLE PERFORMANCE MEASURES

1. Procure one (1) training provider to conduct law enforcement courses.
2. Conduct two (2) basic peace officer courses, one jailer course, and specialized/advanced courses as needed.
3. Attend one (1) provider meeting annually for information and contractual purposes.
4. Monitor the designated law enforcement training academy by performing one (1) in-person or phone monitoring visit.
5. Complete two (2) reports required by PSO through the e-Grants website.

CRIMINAL JUSTICE PROGRAMS CONTINUED

JUVENILE JUSTICE & TRUANCY PREVENTION GRANT PROGRAM

Funding Source(s): Texas Office of the Governor (OOG) - Public Safety Office

OBJECTIVE

To provide funds to allow county juvenile probation departments to purchase quality services for juveniles referred to those departments.

PRIMARY WORK TASKS

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

PRINCIPLE PERFORMANCE MEASURES

1. Develop one (1) contract with each of the ATCOG counties holding primary interest/jurisdiction of the juvenile services.
2. Conduct one (1) visit with each county probation department, by phone, email, or in-person, to assess needs and discuss expectations of given contract.
3. Conduct one (1) in-person or phone monitoring visit with each of the contracted county juvenile probation departments.
4. Complete one (1) reimbursement for each contracted county juvenile probation department that requests funds, based on their eligibility of services.
5. Complete two (2) reports required by CJD through the eGrants website.

ECONOMIC DEVELOPMENT PROGRAMS

PROGRAM GOAL

To provide funding to communities through revolving loan programs to strengthen and grow local governments and businesses to enhance economic resiliency.

NORTH EAST TEXAS ECONOMIC DEVELOPMENT DISTRICT REVOLVING LOAN FUND (NETEDD RLF)

Funding Source(s): RLF Service Fees

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. Review two (2) NETEDD RLF loan applications that improve economic indicators such as unemployment, per capita income, and out-migration (pending availability of capital base).
2. Strive to create one new job for every $95,000 loaned; 50% of new jobs will be targeted at the long-term unemployed and/or under-employed.
3. Attend three (3) seminars, teleconferences, workshops, or webinars as required.

CHAPMAN REVOLVING LOAN FUND (CHAPMAN RLF)

Funding Source(s): RLF Service Fees

OBJECTIVE

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

PRIMARY WORK TASKS

1. Create or retain permanent full-time jobs or equivalent thereof.
2. Provide financial assistance for economic development projects.
3. Review files for servicing needs.

PRINCIPLE PERFORMANCE MEASURES

1. Extend two (2) loans that will create or retain 1 additional job per loan.
2. Fund two (2) Chapman RLF loans (pending availability of capital base).
3. Service Chapman RLF files plus CD loan based on procedures.

ECONOMIC DEVELOPMENT PROGRAMS CONTINUED

EAST TEXAS RURAL ACCESS PROGRAM REVOLVING LOAN FUND (ETRAP RLF)

Funding Source(s): RLF Service Fees

OBJECTIVE

Funding qualified loan applicants and identifying additional funding sources to work with in funding loans.

PRIMARY WORK TASKS

1. Fund loans to eligible applicants.
2. Seek additional funding from public and private sources.
3. Review files for servicing needs.

PRINCIPLE PERFORMANCE MEASURES

1. Fund two (2) ETRAP RLF loans (pending availability of capital base).
2. Monitor ETRAP RLF capital base funds and provide outreach to at least four entities based on availability of funds for loans that will be shared projects with other sources.
3. Service current ETRAP RLF files based on procedures.

CARES ACT COVID REVOLVING LOAN FUND (COVID RLF)

Funding Source(s): RLF Service Fees

OBJECTIVE

Assist small businesses that have been financially impacted as a direct result of COVID-19 pandemic or other economic distress factors that qualify for a low interest loan to help meet financial obligations and operating expenses as well as servicing of the RLF.

PRIMARY WORK TASKS

1. Notify designated entities of the availability of funds.
2. Provide financial assistance for eligible projects.
3. Advertise and make technical assistance avenues available through the agency website, social media, and meetings with businesses as intended beneficiaries.
4. Review files for servicing needs.
5. Prepare required reports.

PRINCIPLE PERFORMANCE MEASURES

1. Notify four (4) businesses or entities as funds become available.
2. Fund two (2) COVID RLF loans (pending availability of capital base).
3. Provide technical assistance to four (4) borrowers and/or prospective borrowers related to loan applications or loan repayments.
4. Service current COVID RLF files based on procedures.
5. Report bi-annually as per contract.

ECONOMIC DEVELOPMENT PROGRAMS CONTINUED

FARM HOME ADMINISTRATION REVOLVING LOAN FUND (FmHA RLF)

Funding Source(s): RLF Service Fees

OBJECTIVE

Provide loans aimed at helping rural businesses entities obtain funding and establish economic stability.

PRIMARY WORK TASKS

1. Fund loans to eligible applicants.
2. Provide resources to rural entities.
3. Review files for servicing needs.

PRINCIPLE PERFORMANCE MEASURES

1. Fund one (1) FmHA RLF loan (pending availability of capital base).
2. Monitor FmHA RLF Capital Base Funds and report availability for loans market to four (4) entities.
3. Service current FmHA RLF file based on procedures.

UNITED STATES DEPARTMENT OF AGRICULTURE (USDA)

Funding Source(s): United States Department of Agriculture

OBJECTIVE

Finance and/or develop small and emerging businesses in rural areas.

PRIMARY WORK TASKS

1. Fund loans to eligible applicants.
2. Provide resources to rural entities.
3. Review files for servicing needs.

PRINCIPLE PERFORMANCE MEASURES

1. Fund two (2) RBDG RLF loans (pending availability of capital base).
2. Monitor RBDG RLF capital base funds and report availability for loans. Market to two (2) entities as funds become available.
3. Service of RDBG files based on procedures.

ECONOMIC DEVELOPMENT PROGRAMS CONTINUED

ENVIRONMENTAL PROTECTION AGENCY BROWNFIELD REVOLVING LOAN FUND (EPA RLF)

Funding Source(s): United States Environmental Protection Agency (EPA)

OBJECTIVE

The EPA RLF will be used to provide benefits to the environment and economy of local communities.

PRIMARY WORK TASKS

1 Fund loans to eligible EPA RLF applicants.
2 Provide EPA RLF resources to ATCOG rural entities.
3 Review files for servicing needs.

PRINCIPLE PERFORMANCE MEASURES

1 Fund two (2) EPA RLF loans.
2 Monitor EPA RLF capital base funds and report market availability for loans.
3 Service of EPA RLF files.

ENVIRONMENTAL PROGRAMS

PROGRAM GOAL

To improve the environment through reducing solid waste illegal dumping, increasing recycling, enhancing water quality, conducting environmental assessments, developing a regional flood plan, and conducting local air quality planning.

SOLID WASTE MANAGEMENT

Funding Source(s): Texas Commission on Environmental Quality (TCEQ)

OBJECTIVE

To facilitate the distribution of solid waste grant funds and to coordinate local/regional solid waste planning efforts to improve the region's solid waste management systems.

PRIMARY WORK TASKS

1 Support the ATCOG Regional Solid Waste Advisory Committee (SWAC) by providing insight and ideas for expenditure of solid waste grant funds.
2 Compile and submit all required reports to the TCEQ, including semi-annual reports, results reports and follow-up results reports, which document the activities being conducted with solid waste grant funds.
3 Serve as a point of contact for the ATCOG region by providing information and resources to the public relating to solid waste management.
4 Administer the Illegal Dumping Surveillance Camera Loan Program.

PRINCIPLE PERFORMANCE MEASURES

1 Coordinate two (2) SWAC meetings to discuss regional projects funded by solid waste grant funds including environmental enforcement, reduction and prevention of illegal dumping, and region-wide community cleanup events.
2 Submission of the progress reports to TCEQ, which include, two (2) semi-annual reports, one (1) results report and a possible follow-up results report.
3 Provide information to the public via telephone, email, and three (3) in-person meetings.
4 Execute or renew surveillance camera loan agreements with borrowers quarterly.

ENVIRONMENTAL PROGRAMS CONTINUED

WATER QUALITY PROGRAM

Funding Source(s): Texas Commission on Environmental Quality (TCEQ)

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.

PRIMARY WORK TASKS

1 Analyze basin water quality in both basins.
2 Monitor 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.
6 Assist TCEQ in Water Quality Management Plan updates.
7 Encourage entity participation in meetings for water quality strategy.

PRINCIPLE PERFORMANCE MEASURES

1 Submit two (2) reports of current analysis of water quality within both basins yearly.
2 Conduct two (2) monitoring visits per year.
3 Coordinate one (1) meeting per year for the SRB and NTRWPG.
4 Complete summary, maps, and tables to include data that may affect water quality.
5 Assist applicants as received.
6 Complete and submit two (2) plan updates to TCEQ.
7 Contact four (4) entities.

ENVIRONMENTAL PROGRAMS CONTINUED

REGIONAL FLOOD PLANNING PROGRAM

Funding Source(s): Texas Water Development Board (TWDB)

OBJECTIVE

To administer the flood planning process of the Region 2 Lower Red-Sulphur-Cypress Flood Planning Group for the development of a regional flood plan.

PRIMARY WORK TASKS

1. Administer Regional Flood Planning Grant funds.
2. Coordinate with technical consultants that assist the RFPG with developing the Regional Flood Plan.
3. Support RFPG by coordinating meetings.
4. Maintain RFPG member contact information.

PRINCIPLE PERFORMANCE MEASURES

1. Submit invoices for processing monthly for eligible activities.
2. Administer subcontracts between the technical consultants and the Planning Group Sponsor.
3. Coordinate a minimum of four (4) RFPG meetings per year
4. Review member contact information once per year and as needed.

RIDER 7 PM2.5 LOCAL AIR QUALITY PLANNING GRANT

Funding Source(s): Texas Commission on Environmental Quality (TCEQ)

OBJECTIVE

To administer the local air quality planning process in Bowie County, TX by inventorying emissions, monitoring pollution levels, air pollution and data analysis, and modeling pollution levels.

PRIMARY WORK TASKS

1. Provide technical oversight to ensure all activities and deliverables are acceptable , which includes monitoring use of grant funds, inventorying emissions, and modeling pollution levels.
2. Provide financial oversight to ensure all activities and deliverables are allowable and within budget.
3. Inform TCEQ of data and findings.

PRINCIPLE PERFORMANCE MEASURES

1. Submit progress status reports to TCEQ quarterly.
2. Submit financial reports to TCEQ quarterly.
3. Submit final report to TCEQ detailing data and findings of work performed.

HOMELAND SECURITY GRANT PROGRAMS

PROGRAM GOAL

To coordinate and implement regional preparedness strategies through planning, training, and infrastructure improvements.

STATE HOMELAND SECURITY GRANT PROGRAM

Funding Source(s): U.S. Department of Homeland Security; Texas Office of the Governor (OOG) Public Safety Office (PSO)

OBJECTIVE

Continue the expanded planning effort begun under the State Homeland Security Planning Grant.

PRIMARY WORK TASKS

1. Facilitate the development of the regional homeland security implementation plan and state preparedness report.
2. Aid local jurisdictions in meeting training requirements.
3. Aid local jurisdictions in meeting grant eligibility requirements.
4. Facilitate the scheduling of local/regional exercises.
5. Program reporting to the Office of the Governor.

PRINCIPLE PERFORMANCE MEASURES

1. Submission of the ATCOG homeland security strategy implementation plan and state preparedness report to Office of the Governor Homeland Security Grants Division by the set deadline.
2. Assist with the promotion of in region trainings.
3. Provision of one (1) staff member to monitor and assist with the eligibility of jurisdictions.
4. Conduct one (1) local/regional homeland security exercise.
5. Submission of two (2) bi-annual progress reports by the set deadline.

HOMELAND SECURITY GRANT PROGRAMS CONTINUED

INTERLOCAL COOPERATION AGREEMENT

Funding Source(s): Office of the Governor (OOG)-Public Safety Office

OBJECTIVE

Complete the tasks as outlined in the Office of the Governor Interlocal Cooperation Agreement.

PRIMARY WORK TASKS

1 Maintain the ATCOG Homeland Security Advisory Committee (HSAC).
2 Facilitate the distribution of homeland security program funding.
3 Coordinate regional homeland security efforts with the Office of the Governor (OOG) Homeland Security Grants Division.
4 Notify entities within ATCOG region of available HSGD funding.
5 Submission of monthly invoices.
6 Provide assistance to potential applicants for funding opportunities.
7 Establish a regional risk-informed methodology and allocation process.

PRINCIPLE PERFORMANCE MEASURES

1 Provision of staff support for three (3) HSAC meetings.
2 Distribute homeland security total funding allocation to projects in the region.
3 Participate in nine (9) OOG conference calls.
4 Update the notification list annually and distribute funding opportunities by the set deadline.
5 Submission of 12 invoices to OOG by set deadline.
6 Provide technical assistance to potential applicants as needed.
7 Submission of risk-informed methodology to the Office of the Governor by set deadline.

HOMELAND SECURITY GRANT PROGRAMS CONTINUED

STATE EMERGENCY RADIO INFRASTRUCTURE (SERI) GRANT PROGRAM

Funding Source(s): Office of the Governor (OOG)-Public Safety Office

OBJECTIVE:

Write and administer SERI grants on behalf of the jurisdictions in order to provide emergency radio equipment.

PRIMARY WORK TASKS

1 Complete procurement and project installation for communications projects.

2 Prepare progress reports for submission.

PRINCIPLE PERFORMANCE MEASURES

1 Provision of one (1) staff member to complete project procurement and installation, which includes conducting an RFP process, purchasing equipment, and ensuring complete installation.

2 Submit two (2) progress reports to the State by the required deadline.

HOUSING PROGRAMS

PROGRAM GOAL

To provide assistance to increase housing stability and self-sufficiency for low income families.

HOUSING CHOICE VOUCHER (HCV) PROGRAM

Funding Source(s): U.S. Department of Housing and Urban Development (HUD)

OBJECTIVE

To ensure adequate access to affordable housing, increase housing options for low-income households, through comprehensive case management and community partnerships.

PRIMARY WORK TASKS

1 Conduct outreach and education to increase awareness of the HCV program among potential applicants and landlords.
2 Provide individualized support to participants through eligibility, leasing, and recertification processes.
3 Strengthen partnerships with landlords to increase unit availability and resolve tenacy issues.
4 Maintain accurate records and track outcomes to generate HUD-required reports.
5 Identify and refer eligible families to supportive services and self-sufficiency programs.

PRINCIPLE PERFORMANCE MEASURES

1 Participate in four (4) community events across region annually.
2 Assist 1500 participants with processes.
3 Coordinate with 400 landlords to resolve issues with unit inspections for our participants in the required timeframes.
4 Submit 100% of HUD required reports on time with improved data accuracy.
5 Enroll 30 HCV participants in the FSS program.

HOUSING PROGRAMS CONTINUED

FAMILY SELF SUFFICENCY GRANT (FSS) PROGRAM

Funding Source(s): U.S. Department of Housing and Urban Development (HUD)

OBJECTIVE

To empower HCV families to become economically self-sufficient by reducing the reliance on rental subsidies and public assistance through education, career advancement, and financial capability services.

PRIMARY WORK TASKS

1. Develop and maintain Contracts of Participation (COPs) with eligible HCV participants.
2. Create and update Individual Training and Service Plans (ITSPs) tailored to each family's goals.
3. Provide support to FSS participants to achieve ITSP goals annually through financial literacy education and workforce training.
4. Increase escrow balances by tracking escrow accounts and notifying participants of savings milestones to encourage goal achievement.

PRINCIPLE PERFORMANCE MEASURES

1. Maintain active participation of at least 75 FSS families.
2. Ensure 100% of participants have updated ITSPs with defined milestones.
3. Conduct quartely check-ins with FSS Participants to monitor progress and provide support.
4. Increase total escrow balances by 10%.

INDIRECT SERVICES

GOAL STATEMENT

To provide a mechanism to allocate costs which cannot be directly assigned to specific programs/projects.

EXECUTIVE INDIRECT SERVICES

Funding Source(s): Indirect revenue collected from direct programs

OBJECTIVE

To provide staff and other support necessary to successfully conduct a wide range of overall leadership and managerial functions directly benefitting all ATCOG programs and projects.

PRIMARY WORK TASKS

1. Provide leadership and managerial guidance in planning, orgranizing 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 and projects.
5. Coordinate and direct all programs, financing and intergovernmental relationships.
6. Maintain ATCOG official records.
7. Oversee and ensure development of Annual Strategic Work Plan and Budget.
8. Oversee and ensure development of external comminications documents.

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.
6. Maintenance of records.
7. Completion of Annual Strategic Work Program and Budget.
8. Distribution of Annual Work Plan and Annual Budget.

INDIRECT SERVICES CONTINUED

ADMINISTRATIVE INDIRECT SERVICES

Funding Source(s): Indirect revenue collected from direct programs

OBJECTIVE

To provide the staff support necessary to administer ATCOG personnel management, policies, procedures and benefits, and provide receptionist services for ATCOG.

PRIMARY WORK TASKS

1. Maintain and administer ATCOG personnel policies and ATCOG integrated Personnel Classication, Pay Plan and Job Descriptions.
2. Maintain ATCOG and ATUT personnel records and files.
3. Administer ATCOG and ATUT 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. Oversee and ensure updates of ATCOG website.
9. Maintain ATCOG building, grounds and computer equipment.

PRINCIPLE PERFORMANCE MEASURES

1. Administration of Personnel Policies and Integrated Personnel Classification and Pay Plan.
2. Maintenance of personnel records and files for approximately 120 employees.
3. Adminstration of approximately eight (8) 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 and daily distribution of mail to approximately 50 employees.
8. Maintenance of ATCOG website.
9. Maintenance of ATCOG building, grounds and computer equipment.

INDIRECT SERVICES CONTINUED

FINANCE INDIRECT SERVICES

Funding Source(s): Indirect revenue collected from direct programs

OBJECTIVE

To 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 and procedures.
2 Prepare ATCOG budget and project budgets.
3 Prepare cash requests for funding sources.
4 Process and prepare accounts pyable 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.

PRINCIPLE PERFORMANCE MEASURES

1 Update polices and procedures as needed.
2 Assist in preparation of approximately 30 program budgets.
3 Completion of approximately 60 cash requests.
4 Generate approximately 2,800 payroll direct deposits, 6,800 vendor direct deposits and 4,600 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 (4) monitoring visits.
8 Assist in physical inventory of ATCOG property and equipment.
9 Assistance to monitoring/audit teams.

REGIONAL DEVELOPMENT PROGRAMS

PROGRAM GOAL

To enhance the region's economy through economic and regional development planning and grant administration to strengthen and grow local governments and businesses to enhance economic resiliency.

NETEDD 3 YEAR PLANNING GRANT

Funding Source(s): Economic Development Administration (EDA) Program

OBJECTIVE

To plan, establish and maintain a Comprehensive Economic Development Strategy (CEDS) (5-year term) with measurable regional goals.

PRIMARY WORK TASKS

1 Update the CEDS to include all required components.
2 Establish goals, guidelines, and priorities for the CEDS as needed.
3 Monitor and report potential major economic disruptions in the economic condition of the Economic Development District (EDD).
4 Write and administer EDA Grants to increase economic opportunities within the district.
5 Utilize Revolving Loan Funds (RLFs) to promote economic development within the district.
6 Provide technical assistance as appropriate to member agencies.
7 Prepare required annual performance report to the EDA.

PRINCIPLE PERFORMANCE MEASURES

1 Review the CEDS annually, upload Government Performance Review Assessment (GPRA) as required, and include in NETEDD Board Report in the quarter following the GPRA.
2 Utilize NETEDD Board to update establish goals, guidelines, and priorities for the CEDS as needed and report at NETEDD Quarterly Board meeting in the month of June.
3 Notify EDA of any significant downsizing, disaster designations, base realignments or closure or any other sudden and severe economic dislocation.
4 Write two (2) EDA grants for entities within the district.
5 Fund two (2) RLF loans to small businesses to promote economic development and job creation.
6 Provide technical assistance regarding topics such as industrial parks, economic development programs, business development and local government links in newsletters, at three (3) times at board meetings, and for individual inquiries as received.
7 Submit Performance Measures Report to EDA by required deadlines.

REGIONAL DEVELOPMENT PROGRAMS CONTINUED

COMMUNITY AND ECONOMIC DEVELOPMENT ASSISTANCE FUND (CEDAF) GRANT

Funding Source(s): Texas Department of Agriculture (TDA) Community and Economic Development Assistance Fund Technical Assistance (CEDAF)

OBJECTIVE

Provide technical assistance services to eligible localities in the ATCOG region relating to TxCDBG community and economic development.

PRIMARY WORK TASKS

1. Provide general technical assistance relating to dissemination of program information
2. Continually review and be familiar with the TxCDBG Implementation Manual and the TDA particularly as it pertains to the TxCDBG and community and economic development.
3. Participate in implementation manual training.
4. Distribute Texas Department of Agriculture (TDA) program information.
5. Facilitate training meeting for TxCDBG grant(s) with TDA in the ATCOG region.
6. Promote fair housing activity and/or overall CDBG program goal.

PRINCIPLE PERFORMANCE MEASURES

1. Provide information about TDA programs at a minimum of three (3) Quarterly Board Meetin social media.
2. Check TDA website monthly and review for program information.
3. Attend one (1) implementation manual training annually.
4. Present TDA program information via email and social media.
5. Host one (1) training meeting as required by TDA.
6. Promote one (1) fair housing activity via various modes of communication.

REGIONAL DEVELOPMENT PROGRAMS CONTINUED

GRANT ADMINISTRATION SERVICES

Funding Source(s): Administrative fees included with grant applications or interlocal agreements

OBJECTIVE

Prepare grants to federal and/or state agencies and administer special project grants for regional entities.

PRIMARY WORK TASKS

1. Administer TxCDBG, Economic Development Administration (EDA), and other grants.
2. Prepare applications for grants to federal and/or state agencies.
3. Continue training to remain in compliance with grant administration.
4. Notify NETEDD and/or ATCOG region of possible grants.
5. Provide regional development reports to NETEDD Board and region.
6. Monitor regional goals and outcomes of the CEDS.

PRINCIPLE PERFORMANCE MEASURES

1. Perform all administrative duties to ensure the four (4) EDA; one (1) EPA; two (2) USDA; two OOG DEAAG; one (1) TARC; and one (1) TDA TxCDBG grant are in compliance.
2. Preparation and submission of two (2) applications for TxCDBG and/or EDA administrative services/grants.
3. Re-Certify all four (4) staff in Regional/Economic Development Department through TxCDBG grant administration.
4. Provide information regarding possible grants via various communication modes as available.
5. Complete Quarterly, Semi and Annual Reports for programs as required and report to NETEDD and ATCOG Boards a minimum of three (3) times annually.
6. Submit annual report including goals and outcome of CEDS and present outcomes to NETEDD Board one (1) time annually.

REGIONAL DEVELOPMENT PROGRAMS CONTINUED

TEXAS REGIONAL BROADBAND PROGRAM (TRBP)

Funding Source(s): Texas Association of Regional Councils (TARC)/Texas

OBJECTIVE

Provide regional broadband and digital opportunity planning activites.

PRIMARY WORK TASKS

1 Establish a Regional Governance Structure for the ATCOG Digital Opportunity Plan.
2 Development of the ATCOG Regional Digital Opportunity Plan.
3 Align regional strategies with statewide broadband and digital opportunity goals.
4 Update current plan for asset mapping, needs assessments, and gap analysis.
5 Reporting as required.

PRINCIPLE PERFORMANCE MEASURES

1 Meet with each county and gather information to identify a Regional Governance Structure.
2 Add regional strategies to align with statewide broadband and digital opportunity goals to ATCOG Broadband Planning Digital Opportunity Plan.
3 Review three (3) of the nine (9) current 2023 County Broadband Planning Study reports to update and establish digital opportunity goals.
4 Partner with ATCOG 9-1-1 GIS department to update mapping to establish needs and gap needs and gap analysis.
5 Submit quarterly reimbursement billing as per contract.

HAZARD MITIGATION SERVICES

Funding Source(s): Interlocal Agreement Fees

OBJECTIVE

Complete preparation of 5-year updates of Hazard Mitigation Plans.

PRIMARY WORK TASKS

1 Work with local city and county officials and representatives during plan preparation.
2 Prepare hazard mitigation plans.
3 Obtain approval from TDEM and FEMA, and resolutions of acceptance from individual individual communities.
4 Notify County of FEMA approved plan.

PRINCIPLE PERFORMANCE MEASURES

1 Contact local officials to prepare two (2) plans.
2 Compile data, format, and complete two (2) plans in an acceptable format.
3 Submit two (2) plans to TDEM for review and updates and FEMA submission.
4 Submit approved plans to each community in the two (2) counties.

REGIONAL DEVELOPMENT PROGRAMS CONTINUED

DEFENSE ECONOMIC ADJUSTMENT ASSISTANCE GRANT (DEAAG)

Funding Source(s): Office of the Governor (OOG)

OBJECTIVE

To Support Red River Army Depot (RRAD) to meet the United States National Defense Strategy.

PRIMARY WORK TASKS

1. Provide drawdown of funds necessary to improve service capability to support RRAD to meet National Defense Strategy (NDS) mission.
2. Review documents related to approved categories to ensure accurate financial processing.
3. Reporting as required.

PRINCIPLE PERFORMANCE MEASURES

1. Ensure grant funds are reimbursed timely for contract recipients.
2. Verify documents for accuracy to submit for reimbursement quarterly.
3. Submit required reports by the contractual deadline.

ENVIRONMENTAL PROTECTION AGENCY (EPA) BROWNFIELD GRANT - ASSESSMENT

Funding Source(s): Environmental Protection Agency (EPA)

OBJECTIVE

To provide environmental assessmenst to benefit the environment and economy of local communities.

PRIMARY WORK TASKS

1. Provide assessments on eligible brownfield sites.
2. Provide EPA Brownfield resources to ATCOG rural entities.
3. Provide reports to EPA.

PRINCIPLE PERFORMANCE MEASURES

1. Provide assessments on two (2) selected project sites.
2. Provide outreach to nine (9) counties to update eligible sites.
3. Submit four (4) quarterly reports by required deadline.

SPECIAL PROJECTS

PROGRAM GOAL

To support the ATCOG region communites through partnerships with non-governmental agencies to provide needed assistance.

Weatherization Program

Funding Source(s): ATMOS, Frontier

OBJECTIVE

Provide staff support to administer weatherization projects.

PRIMARY WORK TASKS

1 Administer weatherization program contracts with various utility companies.

PRINCIPLE PERFORMANCE MEASURES

1 Execute contracts with Frontier Associates, LLC and ATMOS Energy for weatherization program disburse contractual payments to providers of weatherization services.

HEALTHCARE PREMIUM SUPPORT

Funding Source(s): Christus Foundation

OBJECTIVE

To provide staff support to administer the Health Insurance Premium Support Program.

PRIMARY WORK TASKS

1 Review and process website applications.
2 Monitor for proper utilization of funds.
3 Work with health insurance companies to provide a list of qualified applicants.

PRINCIPLE PERFORMANCE MEASURES

1 Enroll 530 individuals for Premium Support Payments.
2 Deliver monthly statements to the funding providers.
3 Deliver monthly payments to health insurance companies on behalf of all enrollees.

TRANSPORTATION PROGRAMS

PROGRAM GOAL

To provide demand-response and fixed route services to the community to effectively and efficiently get people where they need to go.

SECTION 5311 - RURAL AREA FEDERAL FORMULA PROGRAM

Funding Source(s): Federal Transit Administration (FTA); Texas Department of Transportation (TxDOT); Local Grants; Program Income

OBJECTIVE

Provide safe and efficient transportation services to the non-urbanized public.

PRIMARY WORK TASKS

1. Provide rural public transportation in the nine-county area.
2. Diversify funding sources for more program flexibility and stability.
3. Provide operational support to the 5311 Fleet through the regional maintenance facility.

PRINCIPLE PERFORMANCE MEASURES

1. Provide 45,000 passenger trips annually.
2. Secure local match funding by applying for four (4) grants from private foundation grants, advertising revenue, and partner agency support.
3. Employ two (2) maintenance personnel to maintain and assess the fleet.

TRANSPORTATION PROGRAMS CONTINUED

SECTION 5310 - ENHANCED MOBILITY OF SENIORS AND INDIVIDUALS WITH DISABILITIES

Funding Source(s): Federal Transit Administration (FTA); Texas Department of Transportation (TxDOT); Program Income; Transportation Development Credits (TDCs)

OBJECTIVE

Improve mobility for seniors and individuals with disabilities by removing barriers to transportation service and expanding transportation mobility options.

PRIMARY WORK TASKS

1. Provide demand response and fixed route public transportation in the nine (9) county area to Seniors and Individuals with Disabilites.
2. Implement transportation projects planned, designed, and carried out to meet the special needs of seniors and individuals with disabilities when public transportation is insufficient, inappropriate, or unavailable.

PRINCIPLE PERFORMANCE MEASURES

1. Provide 12,000 trips for Seniors and Individuals with Disabilites.
2. Install eight (8) benches/shelters along the Paris Metro route along with a 10% increase of mobility management training classes.

SECTION 5339 - RURAL BUS AND BUS FACILITIES PROGRAM

Funding Source(s): Federal Transit Authority (FTA); Transportation Development Credits (TDCs)

OBJECTIVE

Provide capital improvements for TRAX facilities and fleet.

PRIMARY WORK TASKS

1. Improve fleet operations.
2. Improve fleet safety and facility operations.

PRINCIPLE PERFORMANCE MEASURES

1. Replace low-floor vehicle with improved option.
2. Complete Phase 1 of Sulphur Springs Rehab & add additional improvements to Paris facility.

T-LINE ADMINISTRATION & MANAGEMENT CONTRACT

Funding Source(s): Interlocal Agreement Fees

OBJECTIVE

Provide Management and Administrative Support for the Texarkana Urban Transit District.

PRIMARY WORK TASKS

1. Provide a Transportation Director for overall operations management of the T-Line Bus System.
2. Provide other Administrative services including financial oversight, HR, IT and management support.
3. Administration of State and Federal funding.
4. Provide TUTD Board support and records management.

PRINCIPLE PERFORMANCE MEASURES

1. Provide direct oversight for the T-Line Management staff and assist with reporting and procedures.
2. Provide bi-monthly financial reporting, insurance, Human Resources, technology support, and other services as needed.
3. Creation of an annual budget and monitoring of expenses.
4. Support TUTD bi-monthly meetings and assure policies are current and followed as instructed.