East Texas
Council of Governments
Fiscal Year 2011 Budget

Photo courtesy of Longview Convention and Visitors Bureau, Paul Anderson, Photographer

David A. Cleveland, Executive Director
3800 Stone Road
Kilgore, TX 75662

Cay House, Chairman
Mayor of Emory, Rains County

Established: 1970
East Texas State Planning Region (6)
Area: 10,022 square miles
Population 805,074
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September 8, 2010

ETCOG Board of Directors:

Offered for your review and consideration is the FY 2011 budget which follows under this cover. In these difficult economic times, your ETCOG Team is resolute in our commitment to help you fulfill your public service mission. Toward this end, the pages of this budget document provide much more than numbers and charts. They offer a detailed review of the many programs and services we or our subcontractors deliver on your behalf.

I remain grateful for your ongoing support as we continue to evolve into the organization you need and want us to be. As we move toward the new fiscal year, please accept this note as my personal invitation to share your thoughts, concerns and ideas concerning how we can serve you better. While we cannot meet every need, rest assured that, as our Customer Service Creed states, we will “look for a way to say yes” every time you call on any member of the ETCOG Team. I look forward to another year in your service!

With best wishes, I am

Sincerely yours;

[Signature]

David A. Cleveland
Executive Director
East Texas Council of Governments Budget Summary

Proposed for: October 1, 2010 through September 30, 2011

Similar to previous years, the FY 2011 budget has been developed to support the achievement of the broad objectives set forth in ETCOG’s Strategic Agenda; and the primary objectives of the proposed budget are congruent with the Strategic Agenda. ETCOG's Strategic Agenda progress report follows this summary on page ix.

Please note that many of the primary objectives set forth in prior year budgets are long term objectives still being pursued under the general umbrella of the Strategic Agenda. Others remain as a diligently pursued annual objective, such as “rewarding high performing employees…” set forth as primary objective number eight below.

Total funding request for the new budget year represents approximately a 1.22 percent decrease over prior year funding. American Recovery and Reinvestment Act (ARRA) funds are declining now as expected. However, the uncertain nature of grant funding almost always creates a variance from year to year.

The primary objectives of the FY2011 proposed budget are to:

1) **Enhance all ETCOG programs and support our region by continuing to build a mature Geographic Information Services (GIS) Program able to deliver value-added services to internal and external customers.**
   
   The GIS program enters its second year of incubation within ETCOG's Transportation program where it will continue to be nurtured to eventual maturity as it provides internal services in support of ETCOG staff and external services in support of our customers. Funding to support the growth of GIS has been included in this budget request.

2) **Complete feasibility analysis' on the establishment of a modified fixed route transit route in the cities of Palestine and Rusk.**

   Staff will determine if resources exist to support fixed or modified fixed routes in the East Texas towns set forth above. Should analysis determine sufficient support exists, project plans will be developed and vetted in partnership with community leaders.

3) **Complete the Health Insurance/Employee benefits Cost Reduction demonstration project.**

   Funding is included to support this pilot project for its final year. First year success of the project has been well-documented in terms of the significant health care cost reductions to the organization and staff. During this next year, we will verify that sufficient annual R.O.I does exist over the long haul, test branded services with selected cities, and compare contractor capabilities with those of TML. We will also align our sick and vacation system with corporate priorities.

4) **Continue strategic investments in new technology upgrades for the purpose of reducing operational costs.**

   For the new budget year, I request funding for electronic filing and high volume laser printers. ICT costs did not allow for the accomplishment of this hold over objective from the current year.
Both of these steps will pay for themselves over time and result in reduced operational costs and increased efficiency.

5) **Continue to "institutionalize" LEAN standards and practices into ETCOG's culture.**
FY 2011 will be ETCOG's third year in its LEAN journey. A portion of our training funds will be used to continue equipping staff with the LEAN tools and training. It takes several years for LEAN to become part of an organization’s everyday culture and way of doing business. If needed, the Executive Director may elect to pursue an external contract for LEAN facilitation activities during this year.

6) **Review and as needed, restructure the Workforce Division to ensure that it is well-equipped to execute contractor oversight functions.**
Managing the rapid and often disjointed infusion of multiple ARRA contracts, extensive contractor oversight activities, and a shrinking workforce have combined to stretch the resources of the division to the breaking point. Funding is included in this budget to provide short term relief in the form of funding to add one temporary full-time staff member and continue the funding of an existing temporary staff member. These temporary staff will provide the safety net needed to complete an analysis and possible restructure of the Division over the next year.

7) **Strengthen internal employee accountability systems.**
At least 90 percent of staff position descriptions are dated and general in nature. Modern, performance based position descriptions will result in more objective performance evaluations, clear job deliverables that incumbents and supervisors can quantify and increased productivity. Funding is included in this budget to begin the conversion process.

8) **Reward high performing associates who fully embrace ETCOG values as expressed by our Customer Service Creed and deliver stellar results to our customers.**
I request funding in the amount of one (1) percent of total payroll for merit increases and market adjustments for positions that are no longer market competitive.

These objectives are being pursued in addition to providing support of the full-range of ETCOG programs and services. The role of our Finance, Human Resources, and Innovation and Efficiency Teams and the value they deliver to internal and external customers cannot be understated. ETCOG currently manages seventy two (72) different grants for the benefit of our region; and each of these funding streams come complete with many regulations and other strings attached. Funding for our internal services teams are also included within this budget.
ETCOG Division Snapshots

Workforce Development Division

Primary Funding Sources: Texas Workforce Commission, through the East Texas Workforce Development Board; Department of Veterans Affairs;

Summary: ETCOG serves as the administrative and fiscal entity for the Workforce Investment Act (WIA) programs as designated by MOU with The Chief Elected Officials (CEO) Board and the East Texas Workforce Development Board. ETCOG subcontracts WIA workforce training and workforce center (one-stop) services to Arbor. All East Texan’s may access job search assistance and career planning (universal) services free of charge. Qualified customers may receive intensive assessment and training services in accordance with their individual needs with the objective of helping the customer to gain self-sustaining employment. In addition, targeted populations, such as veterans, welfare recipients, food stamp recipients, and those who lose their manufacturing jobs due to foreign competition, receive training, job search, and other services through federally funded programs established to serve them that are also delivered through the local workforce center/one-stop system.

Division associates provide staff support to both aforementioned boards, and fulfill extensive fiscal and program performance monitoring, procurement subcontractor training and technical support functions for the entire region.

FY 2009 Actual Expenditures: $28,792,555 Total FTE Positions: 17.56
FY 2010 Estimated Expenditures: $31,843,120 Total FTE Positions: 17.8
FY 2011 Recommended: $28,592,097 Total FTE Positions: 18.6

Transportation Division

Primary Funding Sources: Texas Department of Transportation; Texas Department of Aging and Disability Services

Summary: The Transportation Division delivers demand transportation services to all rural East Texan’s (all communities except Longview and Tyler). Currently, seniors and special needs populations comprise the majority of our business. ETCOG Transit also serves as a Greyhound ticket agent for the Marshall area.

ETCOG has been expanding our transportation services beyond the provision of demand transportation services to an enhanced multi-modal transportation model. ETCOG staff continue to explore the development and formation of a Regional/Rural Transportation Planning Organization (RTPO). The RTPO, among other things, is intended to unify the region by delivering transportation planning, project prioritization, and consensus building services. It will also position the region for additional funding from federal and other sources. Transportation and Finance staff will continue to provide administrative and fiscal support to the East Texas Corridor Council, which promotes higher speed rail along the I-20 corridor. Transportation and Finance staff also serve as the lead agency for transit coordination and planning activities in the region.
FY 2009 Actual Expenditures: $4,088,611    Total FTE Positions: 22.34
FY 2010 Estimated Expenditures: $3,645,706    Total FTE Positions: 66.64
FY 2011 Recommended: $4,632,437    Total FTE Positions: 66.64

Aging Division

Primary Funding Sources: Texas Department of Aging and Disability Services

Summary: The Aging Division provides nutrition services, in-home personal and skilled nursing care coordination, dental care subsidies, home repair, information, referral and assistance support, benefits counseling, ombudsman’s services and transportation funding for East Texas Seniors.

FY 2009 Actual Expenditures: $4,126,822    Total FTE Positions: 11.76
FY 2010 Estimated Expenditures: $4,011,860    Total FTE Positions: 11.60
FY 2011 Recommended: $4,006,652    Total FTE Positions: 11.60

9-1-1 Emergency Services Division

Primary Funding Sources: Commission on State Emergency Communications

Summary: ETCOG provides 9-1-1 system development, deployment training and technological support services for Anderson, Camp, Cherokee, Gregg, Marion, Panola, Rains, Upshur, Van Zandt and Wood Counties, and all internal cities with the exception of Kilgore and Longview. Staff is also engaged in delivering public presentations and information concerning the 9-1-1 system.

9-1-1 associates also provide address and database maintenance for those jurisdictions which have contracted with ETCOG to include Graphic Information Systems (GIS) and maps to allow emergency responders to pinpoint emergency locations quickly. To accomplish its mission, 9-1-1 staff interacts with the telecommunications industry, technology experts, 9-1-1 equipment vendors, elected officials, state officials, local jurisdictions and the community to provide 9-1-1 services.

FY 2009 Actual Expenditures: $2,786,589    Total FTE Positions: 10.42
FY 2010 Estimated Expenditures: $1,970,318    Total FTE Positions: 8.56
FY 2011 Recommended: $2,560,817    Total FTE Positions: 8.56
Public Information and Regional Services Division

Primary Funding Sources: Texas Commission on Environmental Quality (TCEQ), Clean Cities, Economic Development Administration (EDA), East Texas Regional Development Company (ETRDC), Chapman Loan Program, Texas Department of Rural Affairs (TDRA); Governor’s State Planning Assistance Grant.

Summary: The Public Information & Regional Services Division is charged with developing and implementing ETCOG’s comprehensive public information program and serve as liaison to the media. Staff also assist with developing and deploying a structured system for documenting organizational achievements, engaging customers, and engaging the media.

Under the auspices of Regional Services, Division staff provides technical support to cities and counties in areas such as community planning, infrastructure development, and municipal administration. In addition, division staff is engaged in delivering solid waste and air quality grants, administers the Economic Development Administration's planning grant, the small business SBA 504 and Chapman Loan programs, and the TDRA program which provides grants to cities and counties for low income area infrastructure development. In FY 2010, grant writing assistance was added to the list of service available to cites and counties.

FY 2009 Actual Expenditures: $1,275,157 Total FTE Positions: 4.84
FY 2010 Estimated Expenses: $1,302,912 Total FTE Positions: 5.13
FY 2011 Recommended: $2,147,290 Total FTE Positions: 5.47

Criminal Justice & Public Safety Division

Primary Funding Sources: Criminal Justice Division, Office of the Governor; Division of Emergency Management

Summary: Provides current and potential grantee technical assistance to eligible entities in our region for six different criminal justice funding streams. These include the Victims of Crimes Act (VOCA), Stop Violence Against Women Act (VAWA), Safe and Drug Free Schools and Communities Act (SDFSCA), Juvenile Justice & Delinquency Prevention (JJDP), State 421 Fund, and Title V Delinquency Prevention. Division staff also sponsors Grant Writing Workshops, serves as the repository for community criminal justice plans, prepares and submits the annual grant for the Police Training Academy, and prepares and submits the annual grant application for the Juvenile Detention Program. Homeland Security program activities are administered through the Criminal Justice & Public Safety Division as well.

FY 2009 Actual Expenditures: $649,009 Total FTE Positions: 3.36
FY 2010 Estimated Expenses: $827,795 Total FTE Positions: 3.10
FY 2011 Recommended: $734,506 Total FTE Positions: 3.08
Direct Internal Services

Primary Funding Sources: Direct Charge sourced from all ETCOG Programs
Direct Internal Services funds are included within the individual division budgets; but are itemized below to ensure full disclosure and transparency.

Innovation & Efficiency

Summary: The Innovation and Efficiency Division is responsible for the development of internal efficiency, customer relations, internal and external purchasing and procurement, and facilities management functions for ETCOG.

FY 2009 Actual Expenditures: N/A  Total FTE Positions: N/A
FY 2010 Estimated Expenditures: $132,470  Total FTE Positions: 1.5
FY 2011 Recommended: $144,584  Total FTE Positions: 1.5

Information & Communication Technology, Facilities, & Human Resources

Summary: The internal service funds provide support services to the rest of ETCOG. These include human resources support, information and communication technology and facilities costs. Information technology, facilities maintenance and renovation, and human resources funding will position ETCOG to operate more efficiently, position the organization to obtain additional funding and provide extended services to member governments.

FY 2009 Actual Expenditures: $247,512  Total FTE Positions: N/A
FY 2010 Estimated Expenditures: $505,826  Total FTE Positions: 1.75
FY 2011 Recommended: $669,885  Total FTE Positions: 1.75

Shared Costs

Primary Funding Sources: Indirect Funding Pool sourced from all ETCOG programs

Summary: Indirect costs are allocated administrative costs which support ETCOG programs. These costs include cash management, financial reporting, inventory control, fiscal tracking and internal monitoring, budget preparation, payroll, administrative support, and the Executive Director’s office.

FY 2009 Actual Expenditures: $925,087  Total FTE Positions: 10.47
FY 2010 Estimated Expenditures: $1,026,936  Total FTE Positions: 10.24
FY 2011 Recommended: $1,069,868  Total FTE Positions: 11.11
Shared Costs as a Percentage of Total Costs: 2.58%

Proposed Cost of Living Adjustment: 2%

Grand Total 2011 FTE: 129.34

Grand Total FY 2011 Budget Request: $42,673,799
<table>
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<th>Strategic Agenda Item</th>
<th>Status</th>
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<tr>
<td>Establish an Internal/External Code of Conduct</td>
<td>Achieved</td>
</tr>
<tr>
<td>Comments: Accomplished (see ETCOG Customer Service Creed).</td>
<td></td>
</tr>
<tr>
<td>Stabilize and upgrade ICT Systems</td>
<td>Achieved</td>
</tr>
<tr>
<td>Comments: GCS Technologies of Austin is managing ETCOG’s information and communication technology systems. The upgrade is complete; we have advanced about 20 years in about a six week period. ETCOG’s new Intranet was launched which is a tool that will help internal communication, team work and increase productivity. ETCOG overhauled the etcog.org and other websites used to communicate with our customers. Our new website is online.</td>
<td></td>
</tr>
<tr>
<td>Automate internal processes and procedures</td>
<td>In Progress</td>
</tr>
<tr>
<td>Comments: Now that our ICT system has been upgraded, automation of other internal processes such as the payroll system and purchasing will occur as resources allow.</td>
<td></td>
</tr>
<tr>
<td>Define ETCOG organizational vision, mission and core business activities</td>
<td>Achieved</td>
</tr>
<tr>
<td>Comments: ETCOG issued an RFP to procure professional training and facilitation services in support of this project. Management Connections out of College Station was selected. Staff training and awareness sessions have been completed. Executive Committee Vision/Mission work session completed. Draft Vision, Mission, Core business services statement will be brought to the Executive Committee for review in September.</td>
<td></td>
</tr>
<tr>
<td>Diversify funding streams</td>
<td>In Progress</td>
</tr>
<tr>
<td>Comments: ETCOG must build the internal expertise and infrastructure that will enable diversification. We want to target funding to unmet needs in the region</td>
<td></td>
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</tbody>
</table>
we can address. ETCOG is pursuing the establishment of a 501c-3 non profit subsidiary so donations can be solicited in support of programs and services.

**Strategic Agenda Item: Expand services in identified areas of need**

**Comments:** Expand our Workforce Training and Housing Programs:

**Workforce Training:** In partnership with community colleges and technical schools, a customized workforce training program should be developed to assist the regions qualified businesses with job creation and/or job retention training needs. Some notable progress occurred in December, 2008 and January, 2009, when workforce training staff supported a job creation project with a company in Rusk, Texas.

**Housing Program(s):** Consider establishing a regional Housing Authority for East Texas through ETCOG. A non-profit subsidiary (discussed above) could be used to purchase real estate commonly used in daily business operations. The full-suite of federal programs should be harnessed for regional benefit through the housing authority. A full-time housing coordinator has been hired to support program development and a business plan has been completed.

**Strategic Agenda Item: Establish a Regional Cooperative Purchasing Program for ETCOG dues paying members.**

**Comments:** ETCOG’s new Director of Innovation and Efficiency is charged with the responsibility of developing the Purchasing Cooperative for our region.

**Strategic Agenda Item: Enhance Transportation Services**

**Comments:** Our vision is to become the best rural transit system in the nation as measured by customer input and respected national and state transportation professionals. Our Director of Transportation began employment in April, 2009. A Citizen’s Advisory Committee was publically announced that is advising staff on the formation of an RTPO for our region. We now provide administrative and fiscal support to the East Texas Corridor Council.

**Strategic Agenda Item: Establish a Customer Relations Manager position for ETCOG**

**Comments:** ETCOG must diligently listen to and connect with its customer’s so we remain responsive to customer needs. The Customer Relations Manager will coordinate customer engagement activities and among other things, be responsible for volunteer development and developing a fund-raising plan.

Lindsay Vanderbilt, ETCOG’s Communications Manager has developed a Customer
Relations/Engagement plan. Staff customer relations/communications training will be held at the end of August, 2010.

**Strategic Agenda Item: Develop services designed to help member governments reduce health care insurance costs**

**Comments:** An RFP was issued and proposals were received to identify the best possible benefits advisor/consultant whom ETCOG will engage to assist ourselves and our region with employee benefit cost reduction/containment. Our contractor was approved by the Executive Committee in May 2009. The contractor helped us save over $100,000 in health insurance costs this year, through the introduction of an HRA. The demonstration project is not complete and final results will not be known until the end of next year.

**Strategic Agenda Item: Form an Energy Cooperative to procure lowest cost energy costs for member governments**

**Comments:** The Energy consortia agreement is has been signed and the consortia is in full swing.

**Strategic Agenda Item: Reduce overhead costs and realign organizational structure for maximum results**

**Comments:** ETCOG is evaluating various options to reduce overhead costs and position our team over time so we can accomplish the goal of becoming a higher skilled, higher paid, smaller workforce. The organization-wide LEAN assessment designed to help identify key opportunities for the elimination of waste and inefficiency has been completed. Several LEAN teams have been completed their work with all identifying savings for ETCOG. The Transportation Division LEAN report will be delivered at the August Executive Committee meeting. Stay tuned for developments.

**Strategic Agenda Item: Expand office facilities**

**Comments:** We closed on the purchase of the remainder of our current building and additional land on January 16, 2009!

**Strategic Agenda Item: Upgrade office facilities**

**Comments:** A facilities committee comprised of ETCOG staff is gathering input from associates concerning office needs. We will address critical repairs and office safety issues first. Relocation of transportation staff to Kilgore will occur once a Master facilities plan and any needed renovations are completed. Grant funding for renovations has been secured and an Architect hired.
**Strategic Agenda Item: Pursue customer focused regional forums**

**Comments:** Regional forums will be held to solicit information and promote dialogue among counties and cities concerning needs and issues in areas where regional partnership can solve problems. Information gleaned from these forums will be used to shape ETCOG's future strategic agenda for the region. State Planning and Assistance Grant money will provide resources for planning and delivery of this activity. Our Strategic Facilitator will be supporting this project.

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**Strategic Agenda Item: Realign the economic development district to coincide with our 14 county COG region**

**Comments:** All but two ETCOG counties (Camp and Marion) have been added to our Economic Development District as approved by the EDA.

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**Strategic Agenda Item: Strategically Invest in Staff Training**

**Comments:** At the top of the ETCOG training list needs is leadership, customer service and communication training. We will strategically select conference attendance and redirect existing resources into additional skills training for our team. All ETCOG supervisors are nearing completion of supervisory training.

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**Strategic Agenda Item: Examine and modify vacation and sick leave policy to reflect ETCOG corporate values**

**Comments:** Current vacation and sick leave system must be modified to recognize our valued long term employees. Seasoned staff members receive nearly the same leave allowance as a new staff member. Our current system also encourages the inappropriate use of leave. An RFP was issued to secure the services of a benefits advisor/consultant to assist ETCOG with this process. Vacation and Sick leave will be reviewed within the next few months.
Section I

Region and Membership
COUNTY | 2000 CENSUS POPULATION | 2010 DUES AMOUNT
--|----------------------|------------------
Anderson County | 55,109 | 0.15 | $8,266
Camp County | 11,549 | 0.15 | 1,732
Cherokee County | 46,659 | 0.15 | 6,999
Gregg County | 111,379 | 0.15 | 16,707
Harrison County | 62,110 | 0.15 | 9,317
Henderson County | 73,277 | 0.15 | 10,992
Marion County | 10,941 | 0.15 | 1,641
Panola County | 22,756 | 0.15 | 3,413
Rains County | 9,139 | 0.15 | 1,371
Rusk County | 47,372 | 0.15 | 7,106
Smith County | 174,706 | 0.15 | 26,206
Upshur County | 35,291 | 0.15 | 5,294
Van Zandt County | 48,140 | 0.15 | 7,221
Wood County | 36,752 | 0.15 | 5,513

SUBTOTAL COUNTIES | 745,180 | $111,777

SPECIAL PURPOSE DISTRICTS

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<th>DISTRICT</th>
<th>2010 DUES AMOUNT</th>
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<td>9-1-1 Network of East Texas/Smith Co</td>
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<td>Cherokee County SWCD #427</td>
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<tr>
<td>East Cedar Creek Fresh Water Supply District</td>
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<td>Harrison County SWCD #412</td>
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<td>Kilgore College</td>
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<td>Upper Neches River Municipal Water Authority</td>
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<td>Upshur-Gregg SWCD #417</td>
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SUBTOTAL SPECIAL PURPOSE DISTRICTS | $1,100
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<td>Henderson</td>
<td>11,273</td>
<td>0.15</td>
</tr>
<tr>
<td>Jacksonville</td>
<td>13,868</td>
<td>0.15</td>
</tr>
<tr>
<td>Jefferson</td>
<td>2,024</td>
<td>0.15</td>
</tr>
<tr>
<td>Kilgore</td>
<td>11,301</td>
<td>0.15</td>
</tr>
<tr>
<td>Lakeport</td>
<td>861</td>
<td>0.15</td>
</tr>
<tr>
<td>Lindale</td>
<td>2,954</td>
<td>0.15</td>
</tr>
<tr>
<td>CITIES</td>
<td>2000 Census POPULATION</td>
<td>2010 Dues Amount</td>
</tr>
<tr>
<td>-------------------</td>
<td>------------------------</td>
<td>------------------</td>
</tr>
<tr>
<td>Log Cabin</td>
<td>733</td>
<td>0.15</td>
</tr>
<tr>
<td>Longview</td>
<td>73,344</td>
<td>0.15</td>
</tr>
<tr>
<td>Mabank</td>
<td>2,151</td>
<td>0.15</td>
</tr>
<tr>
<td>Malakoff</td>
<td>2,257</td>
<td>0.15</td>
</tr>
<tr>
<td>Marshall</td>
<td>23,935</td>
<td>0.15</td>
</tr>
<tr>
<td>Mineola</td>
<td>4,550</td>
<td>0.15</td>
</tr>
<tr>
<td>Moore Station</td>
<td>184</td>
<td>0.15</td>
</tr>
<tr>
<td>Mt. Enterprise</td>
<td>525</td>
<td>0.15</td>
</tr>
<tr>
<td>Murchison</td>
<td>592</td>
<td>0.15</td>
</tr>
<tr>
<td>New London</td>
<td>987</td>
<td>0.15</td>
</tr>
<tr>
<td>New Summerfield</td>
<td>998</td>
<td>0.15</td>
</tr>
<tr>
<td>Noonday</td>
<td>515</td>
<td>0.15</td>
</tr>
<tr>
<td>Ore City</td>
<td>1,106</td>
<td>0.15</td>
</tr>
<tr>
<td>Overton</td>
<td>2,350</td>
<td>0.15</td>
</tr>
<tr>
<td>Palestine</td>
<td>17,598</td>
<td>0.15</td>
</tr>
<tr>
<td>Payne Springs</td>
<td>653</td>
<td>0.15</td>
</tr>
<tr>
<td>Pittsburg</td>
<td>4,347</td>
<td>0.15</td>
</tr>
<tr>
<td>Point</td>
<td>792</td>
<td>0.15</td>
</tr>
<tr>
<td>Quitman</td>
<td>2,030</td>
<td>0.15</td>
</tr>
<tr>
<td>Reklaw</td>
<td>327</td>
<td>0.15</td>
</tr>
<tr>
<td>Rusk</td>
<td>5,085</td>
<td>0.15</td>
</tr>
<tr>
<td>Seven Points</td>
<td>1,145</td>
<td>0.15</td>
</tr>
<tr>
<td>Star Harbor</td>
<td>416</td>
<td>0.15</td>
</tr>
<tr>
<td>Tatum</td>
<td>1,175</td>
<td>0.15</td>
</tr>
<tr>
<td>Tool</td>
<td>2,275</td>
<td>0.15</td>
</tr>
<tr>
<td>Trinidad</td>
<td>1,091</td>
<td>0.15</td>
</tr>
<tr>
<td>Troup</td>
<td>1,949</td>
<td>0.15</td>
</tr>
<tr>
<td>Tyler</td>
<td>83,650</td>
<td>0.15</td>
</tr>
<tr>
<td>Van</td>
<td>2,362</td>
<td>0.15</td>
</tr>
<tr>
<td>Warren City</td>
<td>343</td>
<td>0.15</td>
</tr>
<tr>
<td>Waskom</td>
<td>2,068</td>
<td>0.15</td>
</tr>
<tr>
<td>Wells</td>
<td>769</td>
<td>0.15</td>
</tr>
<tr>
<td>White Oak</td>
<td>5,624</td>
<td>0.15</td>
</tr>
<tr>
<td>Whitehouse</td>
<td>5,346</td>
<td>0.15</td>
</tr>
<tr>
<td>Wills Point</td>
<td>3,496</td>
<td>0.15</td>
</tr>
<tr>
<td>Winnsboro</td>
<td>3,584</td>
<td>0.15</td>
</tr>
<tr>
<td>Winona</td>
<td>582</td>
<td>0.15</td>
</tr>
<tr>
<td>Yantis</td>
<td>321</td>
<td>0.15</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>365,525</strong></td>
<td><strong>$ 55,425</strong></td>
</tr>
</tbody>
</table>
### INDEPENDENT SCHOOL DISTRICTS DUES

<table>
<thead>
<tr>
<th>School District</th>
<th>DUES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Athens ISD</td>
<td>$100</td>
</tr>
<tr>
<td>Big Sandy ISD</td>
<td>50</td>
</tr>
<tr>
<td>Carlisle ISD</td>
<td>25</td>
</tr>
<tr>
<td>Carthage ISD</td>
<td>100</td>
</tr>
<tr>
<td>Chapel Hill ISD</td>
<td>100</td>
</tr>
<tr>
<td>Frankston ISD</td>
<td>50</td>
</tr>
<tr>
<td>Gilmer ISD</td>
<td>100</td>
</tr>
<tr>
<td>Gladewater ISD</td>
<td>100</td>
</tr>
<tr>
<td>Grand Saline ISD</td>
<td>50</td>
</tr>
<tr>
<td>Harmony ISD</td>
<td>50</td>
</tr>
<tr>
<td>Henderson ISD</td>
<td>100</td>
</tr>
<tr>
<td>Jefferson ISD</td>
<td>100</td>
</tr>
<tr>
<td>Laneville ISD</td>
<td>25</td>
</tr>
<tr>
<td>La Poynor ISD</td>
<td>25</td>
</tr>
<tr>
<td>Longview ISD</td>
<td>100</td>
</tr>
<tr>
<td>Mt. Enterprise ISD</td>
<td>25</td>
</tr>
<tr>
<td>Neches ISD</td>
<td>25</td>
</tr>
<tr>
<td>New Summerfield ISD</td>
<td>25</td>
</tr>
<tr>
<td>Ore City ISD</td>
<td>50</td>
</tr>
<tr>
<td>Overton ISD</td>
<td>25</td>
</tr>
<tr>
<td>Rains ISD</td>
<td>100</td>
</tr>
<tr>
<td>Slocum ISD</td>
<td>25</td>
</tr>
<tr>
<td>Tatum ISD</td>
<td>100</td>
</tr>
<tr>
<td>Troup ISD</td>
<td>50</td>
</tr>
<tr>
<td>Westwood ISD</td>
<td>100</td>
</tr>
<tr>
<td>Yantis ISD</td>
<td>25</td>
</tr>
</tbody>
</table>

**TOTAL INDEPENDENT SCHOOL DISTRICTS** $1,625

### TOTAL MEMBERSHIP DUES

<table>
<thead>
<tr>
<th>Type</th>
<th>DUES</th>
</tr>
</thead>
<tbody>
<tr>
<td>COUNTIES</td>
<td>$111,777</td>
</tr>
<tr>
<td>SPECIAL PURPOSE DISTRICTS</td>
<td>1,100</td>
</tr>
<tr>
<td>CITIES</td>
<td>55,425</td>
</tr>
<tr>
<td>ISD’s</td>
<td>1,625</td>
</tr>
</tbody>
</table>

**TOTAL MEMBERSHIP DUES** $169,927
Section II

FY 2011 Overall Budget
Accounting Policies and Practices

**Reporting in Conformity with GAAP:**

The East Texas Council of Governments (ETCOG) budget is prepared in accordance with generally accepted accounting principles and governmental accounting standards. These standards require that ETCOG’s accounts be established on the basis of fund groups each of which is considered a separate accounting entity. The fund groups for ETCOG are divided into the following categories for budget purposes.

- **General Fund:** This fund is the general operating fund of ETCOG and is used to account for all financial resources except those required to be accounted for in another fund.

- **Special Revenue Funds:** These funds are to account for the proceeds of specific revenue sources that are legally restricted to specified purposes.

- **Internal Service Funds:** These funds are used to account for activities conducted on a benefits received for service basis. The internal service plan accounts for allocation of certain services provided to other departments to provide a break even result.

The East Texas Regional Development Company is considered a discretely presented component unit.

**Basis of Accounting:**

The modified accrual basis of accounting is used by the special revenue funds. Under this basis of accounting, revenues are recorded when they become measurable and available to pay liabilities of the current period. Expenditures are recorded when the liability is incurred. The accrual basis of accounting is used by the internal service funds whereby revenues are recognized when earned and expenses are recognized when the liability is incurred.

**Pensions:**

The ETCOG pension plan is a single employer money purchase plan, which is a defined contribution pension plan. Responsibility for the plan administration is with ICMA Retirement Corporation.

**Accruals:**

Sick leave and vacation leave are charged to an intermediate pool and distributed to the grant based on a percentage of direct charged salaries.

**Indirect Costs:**

ETCOG has prepared the budget for Fiscal Year 2011 based upon a 21.90 rate of direct charged salaries and fringe benefits. This rate will be submitted to the Texas Workforce Commission, which is ETCOG’s State Single Audit Coordinating Agency, for approval.
EAST TEXAS COUNCIL OF GOVERNMENTS
OVERALL REVENUE
FOR THE YEAR ENDED SEPTEMBER 30, 2011

Total $42,869,947
EAST TEXAS COUNCIL OF GOVERNMENTS
OVERALL REVENUE BY CATEGORY
FOR THE YEAR ENDED SEPTEMBER 30, 2011

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>FEDERAL GRANTS</td>
<td>31,175,420</td>
</tr>
<tr>
<td>Federal grants received through the State of Texas are the largest source of funding received by the ETCOG. Revenues passed through the Texas Workforce Commission are received from the U.S. Department of Labor, U.S. Department of Agriculture, and the U.S. Department of Health and Human Services. Federal awards passes through the Department of Aging and Disability Services originate with the U.S. Department of Health and Human Services. Other Federal awards received from various state agencies are from the Veterans Benefits Administration, U.S. Department of Commerce, U.S. Department of Housing and Urban Development, U.S. Department of Justice, U.S. Department of Energy, U.S. Department of Transportation and the U.S. Department of Homeland Security. Additionally the Department of Labor and U.S. Department of Transportation will provide approximately $3,092,072 of American Recovery &amp; Reinvenstment Act funds for the fiscal year 2011.</td>
<td></td>
</tr>
<tr>
<td>STATE GRANTS</td>
<td>10,645,752</td>
</tr>
<tr>
<td>State revenues received are from the Texas Workforce Commission, the Texas Department of Aging and Disability Services, the Office of the Governor Criminal Justice Division, the Texas Commission on Environmental Quality, the Commission on State Emergency Communications, and the Texas Department of Transportation.</td>
<td></td>
</tr>
<tr>
<td>LOCAL CASH MATCH</td>
<td>381,758</td>
</tr>
<tr>
<td>Local cash match is provided by the Counties for the Economic Development grant. Local membership dues are received from cities, counties, and special districts. Membership dues are utilized for general council expenditures and to match various federal and state programs.</td>
<td></td>
</tr>
<tr>
<td>OTHER INCOME</td>
<td>667,017</td>
</tr>
<tr>
<td>Other income includes revenues for ETRDC Service Fees, Chapman Revolving Loan fees, Transportation Bus Fares, Geographic Information Systems, Greyhound activities, and interest income. Also $400,000 is provided by the Texas Department of Aging and Disability for the transportation match.</td>
<td></td>
</tr>
</tbody>
</table>
EAST TEXAS COUNCIL OF GOVERNMENTS
OVERALL EXPENDITURES BY CATEGORY
FOR THE YEAR ENDED SEPTEMBER 30, 2011

Total $42,869,947
### EAST TEXAS COUNCIL OF GOVERNMENTS
### OVERALL EXPENDITURES BY CATEGORY
### FOR THE YEAR ENDED SEPTEMBER 30, 2011

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PERSONNEL</strong></td>
<td>4,668,398</td>
</tr>
<tr>
<td>The personnel costs include salaries for seventy-six full-time employees and seven part-time employees. Benefits are provided for full-time employees such as vacation, sick leave, pension, workers compensation, disability and hospitalization.</td>
<td></td>
</tr>
<tr>
<td><strong>TRAVEL</strong></td>
<td>313,992</td>
</tr>
<tr>
<td>The travel costs include mileage for travel within the fourteen county region for committees and board, ETCOG staff travel and out of region travel for various advisory board members and staff travel required to meet grantor member agencies and continuing education requirements.</td>
<td></td>
</tr>
<tr>
<td><strong>PROFESSIONAL SERVICES</strong></td>
<td>818,476</td>
</tr>
<tr>
<td>Professional services include consultants, legal fees, contract and staffing agency employees, liability insurance for officers, board members, facilities, contents and vehicles.</td>
<td></td>
</tr>
<tr>
<td><strong>COMMUNICATION EXPENSES</strong></td>
<td>278,647</td>
</tr>
<tr>
<td>Communication expenses include public education, meetings and conferences. Public education consists of distributable items for the dissemination of public information, marketing, advertising, printing and publication. Communications also include direct phone service, cell phones, dedicated phone lines, computer lines, postage, overnight mail, facsimile, ETCOG sponsored meetings and conferences.</td>
<td></td>
</tr>
<tr>
<td><strong>OTHER DIRECT PROGRAM EXPENSES</strong></td>
<td>1,288,087</td>
</tr>
<tr>
<td>Other direct program expenses include:</td>
<td></td>
</tr>
<tr>
<td><em>Supplies</em> - equipment under $5,000, office and general supplies.</td>
<td></td>
</tr>
<tr>
<td><em>Copier Costs</em> - copier lease, copier paper, copier maintenance, toner, copy count, copy overage, and other copy related expenses.</td>
<td></td>
</tr>
<tr>
<td><em>Training Costs</em> - staff development costs, registration and conference fees.</td>
<td></td>
</tr>
<tr>
<td><em>Space Costs</em> - remote facilities and storage costs.</td>
<td></td>
</tr>
<tr>
<td><em>Computer Maintenance</em>, <em>Repairs &amp; Software</em> - costs associated with repairs and maintenance of computers and new software purchases.</td>
<td></td>
</tr>
<tr>
<td><em>Repairs &amp; Maintenance</em> - repairs for vehicles, mobile unit, senior center and other misc. repairs.</td>
<td></td>
</tr>
<tr>
<td><em>General Fund</em> - Expenditures which are not allocable to special revenue funds or the component unit.</td>
<td></td>
</tr>
<tr>
<td><strong>CAPITAL EQUIPMENT</strong></td>
<td>1,510,005</td>
</tr>
<tr>
<td>Capital equipment includes purchases of $5,000 or more and have a useful life of more than one year.</td>
<td></td>
</tr>
</tbody>
</table>
# EAST TEXAS COUNCIL OF GOVERNMENTS

## OVERALL EXPENDITURES BY CATEGORY

FOR THE YEAR ENDED SEPTEMBER 30, 2009

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DIRECT INTERNAL EXPENSES</strong></td>
<td>768,268</td>
</tr>
<tr>
<td>Direct internal expenses</td>
<td></td>
</tr>
<tr>
<td>include information technology, facilities, innovation &amp; efficiency, and human resource cost pools. The allocation plan was developed under the guidelines of OMB-A-87, whereby costs of the following services can be charged to the various programs on a reasonable and consistent basis.</td>
<td></td>
</tr>
<tr>
<td><strong>SHARED COSTS</strong></td>
<td>1,022,361</td>
</tr>
<tr>
<td>Shared costs</td>
<td></td>
</tr>
<tr>
<td>are costs that have been incurred for common or joint purposes. These costs benefit more than one cost objective and cannot be readily indentified with a particular final cost objective without effort disproportionate to the results achieved. A cost may not be allocated to a Federal Award as a shared cost if any other cost incurred for the same purpose has been assigned to the Federal Award as a direct cost. Shared costs are charged to Federal and State awards by the use of a provisional shared cost rate. The &quot;base&quot; to distribute these costs are total budgeted direct salaries less release time plus budgeted fringe benefit costs including pension and hospitalization.</td>
<td></td>
</tr>
<tr>
<td><strong>PASS THROUGH</strong></td>
<td>32,201,713</td>
</tr>
<tr>
<td>Funds which the East Texas Council of Governments has oversight and monitoring responsibilities through contractual agreements with various subrecipients for the delivery of service in the fourteen county region.</td>
<td></td>
</tr>
</tbody>
</table>
### EAST TEXAS COUNCIL OF GOVERNMENTS

**SUMMARY OF OVERALL REVENUE & EXPENDITURES**

**FOR THE YEAR ENDED SEPTEMBER 30, 2011**

#### REVENUE

<table>
<thead>
<tr>
<th>Source</th>
<th>General Fund</th>
<th>Special Revenue Funds</th>
<th>Internal Service Funds</th>
<th>Total All Funds</th>
<th>Component Unit ETRDC</th>
<th>Total</th>
<th>Interlocal Eliminations</th>
<th>Reporting Entity DIRECT CHARGES</th>
</tr>
</thead>
<tbody>
<tr>
<td>FEDERAL</td>
<td>$</td>
<td>$ 31,175,420</td>
<td>$ 1,781,035</td>
<td>$ 32,956,455</td>
<td>$ 32,956,455</td>
<td>(1,781,035)</td>
<td>$ 31,175,420</td>
<td></td>
</tr>
<tr>
<td>STATE</td>
<td></td>
<td>10,645,752</td>
<td>10,645,752</td>
<td>21,291,504</td>
<td>10,645,752</td>
<td>10,645,752</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LOCAL</td>
<td>169,927</td>
<td>211,831</td>
<td>381,758</td>
<td>381,758</td>
<td>-</td>
<td>381,758</td>
<td></td>
<td></td>
</tr>
<tr>
<td>OTHER</td>
<td>26,221</td>
<td>582,434</td>
<td>608,655</td>
<td>58,362</td>
<td>667,017</td>
<td>667,017</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL OVERALL REVENUE</strong></td>
<td><strong>$ 196,148</strong></td>
<td><strong>$ 42,615,437</strong></td>
<td><strong>$ 1,781,035</strong></td>
<td><strong>$ 44,592,620</strong></td>
<td><strong>$ 44,650,982</strong></td>
<td>(1,781,035)</td>
<td><strong>$ 42,869,947</strong></td>
<td></td>
</tr>
</tbody>
</table>

#### EXPENDITURES

<table>
<thead>
<tr>
<th>Item</th>
<th>General Fund</th>
<th>Special Revenue Funds</th>
<th>Internal Service Funds</th>
<th>Total All Funds</th>
<th>Component Unit ETRDC</th>
<th>Total</th>
<th>Interlocal Eliminations</th>
<th>Reporting Entity DIRECT CHARGES</th>
</tr>
</thead>
<tbody>
<tr>
<td>FRINGE</td>
<td>1,353,790</td>
<td>1,353,790</td>
<td>7,670</td>
<td>1,361,459</td>
<td></td>
<td></td>
<td></td>
<td>1,361,459</td>
</tr>
<tr>
<td>TRAVEL</td>
<td>311,392</td>
<td>311,392</td>
<td>2,600</td>
<td>313,992</td>
<td></td>
<td></td>
<td></td>
<td>313,992</td>
</tr>
<tr>
<td>PROFESSIONAL SERVICES</td>
<td>795,876</td>
<td>795,876</td>
<td>22,600</td>
<td>818,476</td>
<td></td>
<td></td>
<td></td>
<td>818,476</td>
</tr>
<tr>
<td>COMMUNICATIONS EXPENSES</td>
<td>278,647</td>
<td>278,647</td>
<td>-</td>
<td>278,647</td>
<td></td>
<td></td>
<td></td>
<td>278,647</td>
</tr>
<tr>
<td>OTHER DIRECT PROGRAM EXP.</td>
<td>196,148</td>
<td>1,089,774</td>
<td>2,165</td>
<td>1,288,087</td>
<td></td>
<td></td>
<td></td>
<td>1,288,087</td>
</tr>
<tr>
<td>EQUIPMENT EXPENSES</td>
<td>1,510,005</td>
<td>1,510,005</td>
<td>-</td>
<td>1,510,005</td>
<td></td>
<td></td>
<td></td>
<td>1,510,005</td>
</tr>
<tr>
<td>DIRECT INTERNAL SERVICES</td>
<td>763,361</td>
<td>763,361</td>
<td>4,907</td>
<td>1,531,630</td>
<td>(763,361)</td>
<td></td>
<td></td>
<td>768,268</td>
</tr>
<tr>
<td>SHARED EXPENSES</td>
<td>1,017,674</td>
<td>1,017,674</td>
<td>4,687</td>
<td>2,040,035</td>
<td>(1,017,674)</td>
<td></td>
<td></td>
<td>1,022,361</td>
</tr>
<tr>
<td>PASS THROUGH EXPENSES</td>
<td>32,201,713</td>
<td>32,201,713</td>
<td>-</td>
<td>32,201,713</td>
<td></td>
<td></td>
<td></td>
<td>32,201,713</td>
</tr>
<tr>
<td><strong>TOTAL OVERALL EXPENDITURES</strong></td>
<td><strong>$ 196,148</strong></td>
<td><strong>$ 42,615,437</strong></td>
<td><strong>$ 1,781,035</strong></td>
<td><strong>$ 44,592,620</strong></td>
<td><strong>$ 44,650,982</strong></td>
<td>(1,781,035)</td>
<td><strong>$ 42,869,947</strong></td>
<td></td>
</tr>
</tbody>
</table>

*Note: Portions of this schedule may reflect rounding differences.*
Section III

FY 2011 Work Programs and Budgets
EAST TEXAS COUNCIL OF GOVERNMENTS  
SPECIAL REVENUE FUNDS & COMPONENT UNIT REVENUES  
FOR THE YEAR ENDED SEPTEMBER 30, 2011

Total $42,673,799
### EAST TEXAS COUNCIL OF GOVERNMENTS

**BUDGET SUMMARY OF SPECIAL REVENUE FUNDS & COMPONENT UNIT**

**FOR THE YEAR ENDED SEPTEMBER 30, 2011**

<table>
<thead>
<tr>
<th>REVENUE</th>
<th>AREA AGENCY</th>
<th>HOMELAND</th>
<th>REGIONAL SERVICES &amp; PUBLIC INFO.</th>
<th>SUBTOTAL</th>
<th>COMPONENT UNIT</th>
<th>Reporting Entity</th>
</tr>
</thead>
<tbody>
<tr>
<td>FEDERAL</td>
<td>$23,571,172</td>
<td>$3,728,788</td>
<td>$285,134</td>
<td>$2,862,173</td>
<td>$728,154</td>
<td>$31,175,420</td>
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<td>$5,020,925</td>
<td>$199,367</td>
<td>$2,536,850</td>
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<tr>
<td>LOCAL</td>
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<td>-</td>
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<tr>
<td>OTHER</td>
<td>-</td>
<td>-</td>
<td>$23,967</td>
<td>-</td>
<td>$531,416</td>
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<tr>
<td>TOTAL SPECIAL REVENUE</td>
<td>$28,592,097</td>
<td>$4,006,652</td>
<td>$2,560,817</td>
<td>$2,560,817</td>
<td>$4,632,437</td>
<td>$2,088,927</td>
</tr>
</tbody>
</table>

### EXPENDITURES

<table>
<thead>
<tr>
<th>EXPENDITURES</th>
<th>WORKFORCE</th>
<th>ON AGING</th>
<th>911</th>
<th>CJD, RJD, PT</th>
<th>TRANSP.</th>
<th>SUBTOTAL</th>
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<th>DIRECT CHARGES</th>
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<tr>
<td>SALARIES</td>
<td>$806,460</td>
<td>$391,391</td>
<td>$279,295</td>
<td>$135,518</td>
<td>$1,481,796</td>
<td>$198,746</td>
<td>$3,293,206</td>
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<tr>
<td>FRINGE</td>
<td>$368,110</td>
<td>$198,622</td>
<td>$152,685</td>
<td>$70,362</td>
<td>$458,939</td>
<td>$105,071</td>
<td>$1,353,790</td>
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</tr>
<tr>
<td>TRAVEL</td>
<td>$91,319</td>
<td>$81,053</td>
<td>$24,900</td>
<td>$152,685</td>
<td>$43,800</td>
<td>$105,071</td>
<td>$1,353,790</td>
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</tr>
<tr>
<td>PROFESSIONAL SERVICES</td>
<td>$178,527</td>
<td>$119,858</td>
<td>$141,394</td>
<td>$146,724</td>
<td>$43,800</td>
<td>$105,071</td>
<td>$1,353,790</td>
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<tr>
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<td>$74,800</td>
<td>$6,164</td>
<td>$63,665</td>
<td>$278,647</td>
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<td>OTHER DIRECT PROGRAM EXP.</td>
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<td>$30,815</td>
<td>$37,473</td>
<td>$848,827</td>
<td>$9,056</td>
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<td>EQUIPMENT EXPENSES</td>
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<td>-</td>
<td>$984,505</td>
<td>$6,500</td>
<td>$1,510,005</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>DIRECT INTERNAL SERVICES</td>
<td>$231,532</td>
<td>$105,563</td>
<td>$97,879</td>
<td>$32,822</td>
<td>$224,557</td>
<td>$32,822</td>
<td>$763,361</td>
<td>$4,907</td>
</tr>
<tr>
<td>SHARED EXPENSES</td>
<td>$257,226</td>
<td>$129,210</td>
<td>$94,602</td>
<td>$6,164</td>
<td>$425,013</td>
<td>$66,535</td>
<td>$1,017,674</td>
<td>$4,687</td>
</tr>
<tr>
<td>PASS THROUGH EXPENSES</td>
<td>$26,469,667</td>
<td>$2,800,790</td>
<td>$1,261,047</td>
<td>$186,000</td>
<td>-</td>
<td>$1,484,209</td>
<td>$32,201,713</td>
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</tr>
<tr>
<td>TOTAL BUDGETED EXPENDITURES</td>
<td>$28,592,097</td>
<td>$4,006,652</td>
<td>$2,560,817</td>
<td>$2,560,817</td>
<td>$4,632,437</td>
<td>$2,088,927</td>
<td>$42,615,438</td>
<td>$58,362</td>
</tr>
</tbody>
</table>

*Note: Portions of this schedule may reflect rounding differences.*
EAST TEXAS COUNCIL OF GOVERNMENTS
SPECIAL REVENUE FUNDS & COMPONENT UNIT
EXPENDITURES BY CATEGORY
FOR THE YEAR ENDED SEPTEMBER 30, 2011

Personnel 11% $4,668,398
Capital Equipment 3% $1,510,005
Other Direct 3% $1,091,939
Pass-through 75% $32,201,713

Total $42,673,799

Shared Costs 1,022,361 2%
Professional Services 818,476 2%
Internal Services 768,268 2%
Travel 313,992 1%
Communications 278,647 1%
## EXPENDITURES BY CATEGORY

**FOR THE YEAR ENDED SEPTEMBER 30, 2011**

### REGIONAL SVC

<table>
<thead>
<tr>
<th>HR &amp; E</th>
<th>WORKFORCE</th>
<th>AREA AGENCY</th>
<th>HOMELAND</th>
<th>REGIONAL SVC &amp; PUBLIC INFO</th>
<th>SUBTOTAL</th>
<th>Component Unit</th>
<th>Reporting Entity</th>
<th>DIRECT CHARGES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>$489,051</td>
<td>$143,571</td>
<td>$806,460</td>
<td>$391,391</td>
<td>$1,747,96</td>
<td>$3,932,206</td>
<td>$13,734</td>
<td>$3,306,939</td>
</tr>
<tr>
<td>Fringe Benefits</td>
<td>82,979</td>
<td>29,300</td>
<td>$149,719</td>
<td>75,238</td>
<td>56,998</td>
<td>27,253</td>
<td>151,816</td>
<td>40,560</td>
</tr>
<tr>
<td>Hospitalization</td>
<td>55,878</td>
<td>21,676</td>
<td>104,954</td>
<td>66,613</td>
<td>52,363</td>
<td>22,459</td>
<td>182,199</td>
<td>33,561</td>
</tr>
<tr>
<td>Pension</td>
<td>64,629</td>
<td>22,388</td>
<td>113,437</td>
<td>56,726</td>
<td>43,323</td>
<td>20,650</td>
<td>124,924</td>
<td>30,950</td>
</tr>
</tbody>
</table>

### INTERNAL SERVICES

<table>
<thead>
<tr>
<th>HR &amp; IE</th>
<th>WORKFORCE</th>
<th>AREA AGENCY</th>
<th>HOMELAND</th>
<th>REGIONAL SVC &amp; PUBLIC INFO</th>
<th>SUBTOTAL</th>
<th>Component Unit</th>
<th>Reporting Entity</th>
<th>DIRECT CHARGES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benefits</td>
<td>2,743</td>
<td>462,149</td>
<td>182,199</td>
<td>75,283</td>
<td>3,500</td>
<td>1,000</td>
<td>113,437</td>
<td>56,726</td>
</tr>
<tr>
<td>Travel</td>
<td>81,053</td>
<td>20,000</td>
<td>75,000</td>
<td>75,000</td>
<td>89,000</td>
<td>7000</td>
<td>30,000</td>
<td>2,600</td>
</tr>
</tbody>
</table>

### WORKFORCE ON AGING

<table>
<thead>
<tr>
<th>HR &amp; IE</th>
<th>WORKFORCE</th>
<th>AREA AGENCY</th>
<th>HOMELAND</th>
<th>REGIONAL SVC &amp; PUBLIC INFO</th>
<th>SUBTOTAL</th>
<th>Component Unit</th>
<th>Reporting Entity</th>
<th>DIRECT CHARGES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benefits</td>
<td>104,954</td>
<td>30,950</td>
<td>182,199</td>
<td>75,283</td>
<td>3,500</td>
<td>1,000</td>
<td>113,437</td>
<td>56,726</td>
</tr>
<tr>
<td>Travel</td>
<td>81,053</td>
<td>20,000</td>
<td>75,000</td>
<td>75,000</td>
<td>89,000</td>
<td>7000</td>
<td>30,000</td>
<td>2,600</td>
</tr>
</tbody>
</table>

### HR & IE

<table>
<thead>
<tr>
<th>HR &amp; IE</th>
<th>WORKFORCE</th>
<th>AREA AGENCY</th>
<th>HOMELAND</th>
<th>REGIONAL SVC &amp; PUBLIC INFO</th>
<th>SUBTOTAL</th>
<th>Component Unit</th>
<th>Reporting Entity</th>
<th>DIRECT CHARGES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benefits</td>
<td>104,954</td>
<td>30,950</td>
<td>182,199</td>
<td>75,283</td>
<td>3,500</td>
<td>1,000</td>
<td>113,437</td>
<td>56,726</td>
</tr>
<tr>
<td>Travel</td>
<td>81,053</td>
<td>20,000</td>
<td>75,000</td>
<td>75,000</td>
<td>89,000</td>
<td>7000</td>
<td>30,000</td>
<td>2,600</td>
</tr>
</tbody>
</table>

Note: Portions of this schedule may reflect rounding differences.
Workforce Development Division
ETCOG Staff serves as the administrative and fiscal agent for the Chief Elected Officials, East Texas Workforce Development Board, and Workforce Committees.

Board of Directors

Executive Committee

Chief Elected Officials

WF Board and Committees

Executive Director

Director Workforce Development

Section Chief Planning & Board Support

Regional Planners – 3

Section Chief Monitoring & Tech. Assistant

Program Monitors – 2

Program Assistant – 1

Support Services

Section Chief Contract Services

Contract Specialists – 4

Section Chief MIS

MIS Specialist – 2

Childcare Coordinator

Childcare Specialist – 1 temp

Administration

Financial Management

Human Resource Management

Procurement

Information & Technology
Unassignable direct costs are costs that can be identified with a specific TWC cost category, but not by TWC title. These costs will be pooled and allocated based on benefit derived from the TWC entitlements.

Organizational Information – Exhibit A sets forth an organizational chart that identifies all TWC departments and supporting departments.

Statement of Function and Benefit – The following is a list of types of direct unassignable services and revenues provided, which are chargeable to the TWC cost pool.

Program Income
  Interest Income
  Salaries
  Benefits
  Group Hospitalization
  Pension Costs
  Staff Travel
  Committee Travel
  Professional Services
  Communication Expenses
  Other Expenses
  Capital Equipment
  Other Considerations

In regard to function and benefit, these are only the costs and revenues which directly benefit TWC entitlements.

Budgets – Direct unassignable costs are maintained in the intermediate cost pools. The allocable direct costs are combined with direct costs of the TWC programs to determine the total TWC budgets.

Items of Expense – Allocable costs such as board meeting expense, etc. are recorded in intermediate cost pools then allocated to the relative TWC entitlement/program based on benefit derived.

Allocation Process – The East Texas Council of Governments primarily subcontracts all TWC services. Allocable administrative and program costs are maintained in pools then allocated based on direct charged salaries. The base for allocating unassignable direct costs will be shared in relation to the direct charged salaries of the related program on a monthly basis. The allocation base is dependent on the core programs of WIA, Child Care, Food Stamp & TANF. Other programs are not included in the allocation due to their temporary or insignificant funding dollars.

Supporting documentation will include employee time records and distribution schedules.

The TWC cost pool will be reviewed periodically to determine justification of current costs and basis of the allocation method used.
WORKFORCE DEVELOPMENT DIVISION
REVENUES BY SOURCE
FOR THE YEAR ENDED SEPTEMBER 30, 2011

State
5,020,925
18%

Federal
23,571,172
82%

Total $28,592,097
WORKFORCE DEVELOPMENT DIVISION
EXPENSES BY CATEGORY
FOR THE YEAR ENDED SEPTEMBER 30, 2011

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>PERSONNEL</td>
<td>1,174,570</td>
<td>4%</td>
</tr>
<tr>
<td>TRAVEL</td>
<td>91,319</td>
<td>0.25%</td>
</tr>
<tr>
<td>PROFESSIONAL SERVICES</td>
<td>178,527</td>
<td>0.50%</td>
</tr>
<tr>
<td>COMMUNICATION</td>
<td>42,018</td>
<td>0.25%</td>
</tr>
<tr>
<td>OTHER DIRECT PROGRAM EXPENSES</td>
<td>58,238</td>
<td>0.25%</td>
</tr>
<tr>
<td>CAPITAL EQUIPMENT</td>
<td>89,000</td>
<td>0.25%</td>
</tr>
<tr>
<td>DIRECT INTERNAL SERVICES</td>
<td>231,532</td>
<td>0.75%</td>
</tr>
<tr>
<td>SHARED COSTS</td>
<td>257,226</td>
<td>0.75%</td>
</tr>
<tr>
<td>PASS THROUGH EXPENSES</td>
<td>26,469,667</td>
<td>93%</td>
</tr>
</tbody>
</table>

Total $28,592,097
WORKFORCE DEVELOPMENT
OVERALL PROGRAM AND EXPENDITURE BUDGET

2011 WORK PROGRAM

BACKGROUND AND PROGRAM SUMMARY
State Legislation established a comprehensive workforce development system. The intent was to integrate categorical workforce programs to be delivered through a network of "one stop" workforce centers under the authority of local Workforce Boards. These include, but are not limited to, the Workforce Investment Act, Child Care, Temporary Assistance for Needy Families, Supplemental Nutrition Assistance Program and Project Rio. ETCOG provides staff support for the local workforce board and functions as the administrative unit and grant recipient for the system.

OBJECTIVES
To promote the mission and vision, the Workforce Solutions East Texas Board adopted an Actionable Plan with numerous strategies and actions to promote the Goals and Objectives outlined in the plan. Each action has a performance measure and timeline. Staff reports to the Board on a quarterly basis on the status of plan implementation.

Actionable Plan Goals:
1. The Board and Workforce Center System- employer driven to the needs of the region’s employers.
2. Workforce Development- improve job seekers skills with education and training.
3. Partner with economic development entities.
4. Accountability- Define and improve performance measures; measure what matters.
5. Job Seeker Support- Leverage resources to improve support services for job seekers.
6. Marketing- Develop an aggressive marketing and communication campaign that targets HR Directors.
7. Board governance- Improve Board governance.

Supporting the seven Goals of the Actionable Plan are: 25 Objectives, 54 Strategies, and 128 Action steps which Workforce Division staff along with Workforce Solutions East Texas Centers staff are responsible.

2011 EXPENDITURE BUDGET

PERSONNEL $ 1,174,570
Includes salaries and fringe benefits

TRAVEL 91,319
Includes staff and committee travel

PROFESSIONAL SERVICES 178,527
Includes contract services, insurance, and bonding

COMMUNICATION 42,018
Includes public information, meetings, and conferences

OTHER DIRECT PROGRAM EXPENSES 58,238
Includes supplies, copier costs, training, membership dues, space costs (storage and remote facilities) repairs, computer repairs, and direct transportation expenses

CAPITAL EQUIPMENT 89,000
Includes purchases over $5,000

DIRECT INTERNAL SERVICES
Information Technology 84,189
Facilities 74,800
Human Resource Cost Pool 37,284
Innovation & Efficiency Cost Pool 35,259

SHARED COSTS 257,226

PASS THROUGH EXPENSES 26,469,667

TOTAL PROGRAM BUDGET $ 28,592,097
American Recovery & Reinvestment Act
In February 2009, Congress passed the American Recovery & Reinvestment Act (ARRA) which has provided a significant infusion of additional funding into several workforce programs, most notably the Workforce Investment Act, Wagner-Peyser Employment Service, Trade Adjustment Act and Child Care. These funds represent supplemental funding to existing funding streams and will be reflected as carryover funds.

ESSENTIAL WORK TASKS
1. Staff support for policy Board and related committees.
2. Policy development and analysis.
4. Procurement of service providers.
5. Development of marketing plan.

PRIMARY PERFORMANCE MEASURES
The Texas Workforce Commission adopts a set of common measures that apply to all programs. In addition, four Reemployment and Employer Engagement Measures have been established.

Common Measures:
1. Staff Assisted Entered Employment Rate.
2. Employment Retention Rate.
3. Education Achievement Rate.

Reemployment and Employer Engagement Measures:
1. Claimant Reemployment Rate.
2. Claimant Reemployment Rate Within Ten Weeks.
3. Staff-Created Job Openings Filled Rate.

SELECT NEW INITIATIVES
1. Back-to-Work
2. Non-Custodial Parent Program
3. Work Keys Replication
4. Lean Management

HUMAN RESOURCE REQUIREMENT
Full-time equivalent, current year- 18.6
Full-time equivalent, prior year- 17.8
## CHILD CARE, LOCAL MATCH & DFPS
### WORK PROGRAM AND EXPENDITURE BUDGET

### 2011 WORK PROGRAM

**BACKGROUND AND PROGRAM SUMMARY**
Provides subsidized child care for public assistance recipients and low income parents who are employed or attending school. This is considered to be a supportive service to enable low income families with young children to work, participate in the labor market, or receive training.

**OBJECTIVES**
To assure quality child care is available for low income parents seeking employment or job training available throughout the region, and to encourage the provision of quality early child care education in the child care system of the region.

**ESSENTIAL WORK TASKS**
1. Management of contract for child care services.
2. Establish procedures and documentation requirements for determining eligibility for child care.
4. Advocate high quality child care activities by providers.
5. Integrate child care services into the workforce system.

**PRIMARY PERFORMANCE MEASURES**
Average number of children served per day—3,650

**SELECT NEW INITIATIVES**
1. Enhance integration of child care services into the workforce centers by reviewing best practices identified in other workforce areas.
2. Implement Workflow automated case management system.
3. Implement automated attendance tracking system.

**HUMAN RESOURCE REQUIREMENT**
- Full-time equivalent, current year- 5.71
- Full-time equivalent, prior year- 5.94

### 2011 EXPENDITURE BUDGET

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
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</tr>
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</tr>
<tr>
<td><strong>TRAVEL</strong></td>
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</tr>
<tr>
<td>Includes staff and committee travel</td>
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</tr>
<tr>
<td><strong>PROFESSIONAL SERVICES</strong></td>
<td>73,293</td>
</tr>
<tr>
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</tr>
<tr>
<td><strong>COMMUNICATION</strong></td>
<td>15,500</td>
</tr>
<tr>
<td>Includes public information, meetings, and conferences</td>
<td></td>
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<tr>
<td><strong>OTHER DIRECT PROGRAM EXPENSES</strong></td>
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<tr>
<td>Includes supplies, copier costs, training, membership dues, space costs (storage and remote facilities) repairs, computer repairs, and direct transportation expenses</td>
<td></td>
</tr>
<tr>
<td><strong>CAPITAL EQUIPMENT</strong></td>
<td>35,000</td>
</tr>
<tr>
<td>Includes purchases over $5,000</td>
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</tr>
<tr>
<td><strong>DIRECT INTERNAL SERVICES</strong></td>
<td></td>
</tr>
<tr>
<td>Information Technology</td>
<td>27,002</td>
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<tr>
<td>Facilities</td>
<td>23,991</td>
</tr>
<tr>
<td>Human Resource Cost Pool</td>
<td>11,958</td>
</tr>
<tr>
<td>Innovation &amp; Efficiency Cost Pool</td>
<td>11,309</td>
</tr>
<tr>
<td><strong>SHARED COSTS</strong></td>
<td>82,826</td>
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<tr>
<td><strong>PASS THROUGH EXPENSES</strong></td>
<td>13,285,632</td>
</tr>
<tr>
<td><strong>TOTAL PROGRAM BUDGET</strong></td>
<td>$14,002,074</td>
</tr>
</tbody>
</table>
WORKFORCE INVESTMENT ACT
WORK PROGRAM AND EXPENDITURE BUDGET

2011 WORK PROGRAM

BACKGROUND AND PROGRAM SUMMARY
The purpose of WIA as stated in Section 106 of the Act is “to provide workforce investment activities, through statewide and local workforce investment systems that increase the employment, retention, and earnings of participants and increase occupational skill attainment by participants, and, as a result, improve the quality of the workforce, reduce welfare dependency, and enhance the productivity and competitiveness of the Nation.” In addition to job training and other job seeker services, it also provides resources for job matching and employer services.

The Workforce Investment Act (WIA) enables workforce investment activities through statewide and local workforce investment systems that increase the employment, retention, and earnings of participants. It facilitates increased occupational and basic skill attainment by participants to improve the quality of the workforce, to reduce welfare dependency, and to enhance the productivity and competitiveness of the Nation. In addition to job training and other job seeker services, it also provides resources for job matching and employer services.

OBJECTIVES
To maximize the availability of occupational training, basic skills training, and support services for unemployed and underemployed job seekers.

Support the development of the emerging workforce with training and basic skills enhancement activities.

To foster innovative customized training initiatives that will enhance the economic development of the region and assure that workers are competitive in the twenty-first century workplace.

Provide rapid response and retraining services to displaced and trade affected workers.

To align Workforce Investment activities with the Recovery Act and other employment initiatives to maximize economic stimulus and innovation.

Enhance labor exchange activities to assure that job seekers have ready access to labor market information and other tools for self directed job search.

<table>
<thead>
<tr>
<th>2011 EXPENDITURE BUDGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>PERSONNEL</td>
</tr>
<tr>
<td>Includes salaries and fringe benefits</td>
</tr>
<tr>
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</tr>
<tr>
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</tr>
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<td>Includes purchases over $5,000</td>
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</table>
WORKFORCE INVESTMENT ACT
WORK PROGRAM AND EXPENDITURE BUDGET

ESSENTIAL WORK TASKS
1. Provide staff support for the CEO Board, Workforce Solutions East Texas Board, and its Committees.
2. Prepare program plans, procedures and administrative directives for program subcontractors.
3. Coordinate with partner agencies to provide training and supportive services for unemployed and underemployed workers.
4. Procure and develop contracts with Workforce Center operators and service providers.
5. Administer contracts and monitor performance of and compliance with those contracts.
6. To follow up on the suggested activities identified at the Bi-Regional Education Summit.

PRIMARY PERFORMANCE MEASURES
The Texas Workforce Commission has adopted a set of common measures that apply to all programs along with Workforce Investment Act (WIA) performance measures:

Common Measures:

Job Seekers Entered Employment (State Rpt) 79.00%
At Risk Entered Employment (State Rpt) 74.00%
Staff Assisted Entered Employment (State Rpt) 80.00%
Total Job Seekers Employment Retention 83.00%
At Risk Employment Retention 76.00%
Total Job Seekers Educational Achievement 80.00%

WIA Performance Measures:

WIA Adult Entered Employment (Nat. Rpt) 65.00%
WIA DW Entered Employment (Nat. Rpt) 72.00%
Total Job Seekers Employment Retention 83.00%
At Risk Employment Retention 76.00%
WIA Adult Employment Retention 84.00%
WIA DW Employment Retention 88.00%
WIA Adult Average Earnings $11,800
WIA DW Average Earnings $14,200
WIA Youth Placement in Employment/Education 58.00%
WIA Youth Attainment of Degree/Certificate 53.00%
WIA Youth Literacy/Numeracy Gains 35.00%
WIA Youth Stimulus in Summer Employment 409
Avg. Cost Per WIA Adult/DW Customer Served $ 3,100

SELECT NEW INITIATIVES
1. Consolidation of administrative functions with those of workforce centers to reduce costs.
2. Develop innovative customized training initiatives based upon Georgia Quick Start and the ETech Mobile Training Initiative.
3. Implementation of a Statewide Work Readiness Certificate.
4. Implementation of summer work experience.
5. Collaboration with community colleges and other interested entities to organize training initiatives for "green jobs" and health occupations.
6. Align workforce activities with regional transportation initiatives.
7. To co-sponsor a local model schools conference.

HUMAN RESOURCE REQUIREMENT
Full-time equivalent, current year- 5.75
Full-time equivalent, prior year- 4.75
RECOVERY ACT - CHILDCARE
WORK PROGRAM AND EXPENDITURE BUDGET

2011 WORK PROGRAM

BACKGROUND AND PROGRAM SUMMARY
The American Recovery and Reinvestment Act provides additional funding for child care as-well-as funding that will support special quality enhancements. Funding provided through this legislation is intended to allow greater flexibility in providing direct child care services to parents who might otherwise be ineligible under current work participation requirements of Child Care Regulations.

OBJECTIVES
Provide child care for an additional 515 children per day.

ESSENTIAL WORK TASKS
1. Management of contract for child care services.
2. Establish procedures and documentation requirements for determining eligibility for child care.
4. Advocate high quality child care activities by providers.
5. Integrate child care services into the workforce system.
6. Special efforts to solicit proposals from interested organizations to provide enhanced educational curricula, training and equipment to child care providers.
7. Develop special procedures to control the enrollment of children in the program while their unemployed/underemployed parents are participating in job search or educational and training activities, which will help them achieve economic self-sufficiency.

PRIMARY PERFORMANCE MEASURES
Average number of children served per day.

SELECT NEW INITIATIVES
Child Care Quality Enhancements of curricula and equipment to Service Providers.

HUMAN RESOURCE REQUIREMENT
Full-time equivalent, current year- 2.05
Full-time equivalent, prior year- 1.85

2011 EXPENDITURE BUDGET

PERSONNEL
Includes salaries and fringe benefits

$ 123,508

TRAVEL
Includes staff and committee travel

850

PROFESSIONAL SERVICES
Includes contract services, insurance, and bonding

50

COMMUNICATION
Includes public information, meetings, and conferences

950

OTHER DIRECT PROGRAM EXPENSES
Includes supplies, copier costs, training, membership dues, space costs (storage and remote facilities) repairs, computer repairs, and direct transportation expenses

255

CAPITAL EQUIPMENT
Includes purchases over $5,000

0

DIRECT INTERNAL SERVICES
Information Technology
Facilities
Human Resource Cost Pool
Innovation & Efficiency Cost Pool

9,241
8,211
4,093
3,870

SHARED COSTS

27,048

PASS THROUGH EXPENSES

1,968,536

TOTAL PROGRAM BUDGET

$ 2,146,612

East Texas Council of Governments
Fiscal Year 2011 Budget
TEMPORARY ASSISTANCE FOR NEEDY FAMILIES
WORK PROGRAM AND EXPENDITURE BUDGET

2011 WORK PROGRAM

BACKGROUND AND PROGRAM SUMMARY
The Workforce System is responsible for implementing the work requirement associated with the Temporary Assistance for Needy Families Block Grant through the Choices Program. Certain TANF Recipients are required to work or participate in work related activities as a condition of receiving their cash assistance. The Workforce system provides employment and supportive services to enable these activities and initiates sanctions against those recipients who do not participate in work.

OBJECTIVES
1. Reduce welfare dependency.
2. Increase employability of TANF Recipients.

ESSENTIAL WORK TASKS
1. Manage the contracts for Choices services by the workforce staff.
2. Monitor compliance with program requirements.
3. Contract with basic remedial education services for TANF recipients.

PRIMARY PERFORMANCE MEASURES
1. Single Parent Mandatory Participation Rate- 50%
2. Single Parent Non-Mandatory Participation Rate- 10%
3. Two Parent Participation Rate- 65%

SELECT NEW INITIATIVES
1. Implement Work Keys Assessment to improve quality of work referrals.
2. Implement new standard for administrative costs.
3. Enhance the integration of workforce services/programs into a seamless system that provides maximum benefit for employers and job seekers.

HUMAN RESOURCE REQUIREMENT
Full-time equivalent, current year- 2.14
Full-time equivalent, prior year- 1.99

2011 EXPENDITURE BUDGET

PERSONNEL
Includes salaries and fringe benefits
$ 138,051

TRAVEL
Includes staff and committee travel
13,000

PROFESSIONAL SERVICES
Includes contract services, insurance, and bonding
16,500

COMMUNICATION
Includes public information, meetings, and conferences
3,832

OTHER DIRECT PROGRAM EXPENSES
Includes supplies, copier costs, training, membership dues, space costs (storage and remote facilities) repairs, computer repairs, and direct transportation expenses
8,600

CAPITAL EQUIPMENT
Includes purchases over $5,000
30,000

DIRECT INTERNAL SERVICES
Information Technology
9,646
Facilities
8,570
Human Resource Cost Pool
4,272
Innovation & Efficiency Cost Pool
4,040

SHARED COSTS
30,233

PASS THROUGH EXPENSES
1,817,035

TOTAL PROGRAM BUDGET
$ 2,083,779
# NATIONAL EMERGENCY GRANT
## WORK PROGRAM AND EXPENDITURE BUDGET

### 2011 WORK PROGRAM

#### BACKGROUND AND PROGRAM SUMMARY

The National Emergency Grant (NEG) will focus on long-term workforce development strategies and provide training to dislocated workers in occupational areas of projected growth. These services will be targeted for workers from specific industries in the region which have closed or experience major layoffs.

#### OBJECTIVES

The National Emergency Grant (NEG) will serve about 200 workers affected by layoffs from multiple companies located in East Texas. The five companies included in this proposed project are AT&T Services, Inc., Blue Cross Blue Shield, Pilgrim’s Pride Corporation, Trane, and Verizon Wireless. The Board will have the opportunity to modify the grant in the coming months to add employers who may have more than 50 workers affected by a layoff. Services will include Workforce Investment Act intensive services, training, support services, and needs-related payments.

#### ESSENTIAL WORK TASKS

Management of contracts including review of financial reports, development and enforcement of contractual requirements, and monitor compliance with program requirements.

#### PRIMARY PERFORMANCE MEASURES

<table>
<thead>
<tr>
<th>Measure</th>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Job Seekers Educational</td>
<td>80.00%</td>
</tr>
<tr>
<td>WIA DW Entered Employment (Nat. Rpt)</td>
<td>72.00%</td>
</tr>
<tr>
<td>At Risk Employment Retention</td>
<td>76.00%</td>
</tr>
<tr>
<td>WIA DW Employment Retention</td>
<td>88.00%</td>
</tr>
<tr>
<td>WIA DW Average Earnings</td>
<td>$14,200</td>
</tr>
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</table>

#### SELECT NEW INITIATIVES

N/A

#### HUMAN RESOURCE REQUIREMENT

Full-time equivalent, current year- .81
Full-time equivalent, prior year- N/A

### 2011 EXPENDITURE BUDGET

#### PERSONNEL

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<thead>
<tr>
<th>Description</th>
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#### TRAVEL

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#### PROFESSIONAL SERVICES

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<thead>
<tr>
<th>Description</th>
<th>Amount ($1,000)</th>
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<tbody>
<tr>
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#### COMMUNICATION

<table>
<thead>
<tr>
<th>Description</th>
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#### OTHER DIRECT PROGRAM EXPENSES

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#### CAPITAL EQUIPMENT

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<tr>
<th>Description</th>
<th>Amount ($1,000)</th>
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#### DIRECT INTERNAL SERVICES

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<tr>
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<tr>
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<td>Facilities</td>
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<td>Human Resource Cost Pool</td>
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<td>Innovation &amp; Efficiency Cost Pool</td>
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#### SHARED COSTS

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#### PASS THROUGH EXPENSES

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#### TOTAL PROGRAM BUDGET

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East Texas Council of Governments
Fiscal Year 2011 Budget
TRADE ACT FOR DISLOCEATED WORKERS
WORK PROGRAM AND EXPENDITURE BUDGET

2011 WORK PROGRAM

BACKGROUND AND PROGRAM SUMMARY
The Trade Adjustment Assistance Act provides training, job search, and relocation to individuals who are no longer employed due to foreign competition.

OBJECTIVES
To assure that manufacturing workers losing their jobs due to foreign imports receive professional employment assistance quickly.

ESSENTIAL WORK TASKS
1. Coordinate the delivery of services for workers displaced due to foreign competition with the workforce center system, state workforce officials, and local community partners. This may include assistance with the preparation of a petition designating a displacement as trade affected or advocating for approval of such a petition by state or federal officials.
2. Manage contracts, including review of financial reports, development, and enforcement of contractual requirements.
3. Monitor compliance with program requirements.

PRIMARY PERFORMANCE MEASURES
The Texas Workforce Commission adopted a set of common measures that apply to all programs:

Common Measures:
1. Staff Assisted Entered Employment Rate- 80%
2. Employment Retention Rate- 80%
3. Education Achievement Rate- 65%

SELECT NEW INITIATIVES
Implementation of new administrative cost categories.

HUMAN RESOURCE REQUIREMENT
Full-time equivalent, current year- .51
Full-time equivalent, prior year- .43

2011 EXPENDITURE BUDGET

PERSONNEL $30,689
Includes salaries and fringe benefits

TRAVEL 1,083
Includes staff and committee travel

PROFESSIONAL SERVICES -0-
Includes contract services, insurance, and bonding

COMMUNICATION 100
Includes public information, meetings, and conferences

OTHER DIRECT PROGRAM EXPENSES 150
Includes supplies, copier costs, training, membership dues, space costs (storage and remote facilities) repairs, computer repairs, and direct transportation expenses

CAPITAL EQUIPMENT -0-
Includes purchases over $5,000

DIRECT INTERNAL SERVICES
Information Technology 2,167
Facilities 1,925
Human Resource Cost Pool 960
Innovation & Efficiency Cost Pool 907

SHARED COSTS 6,721

PASS THROUGH EXPENSES 849,346

TOTAL PROGRAM BUDGET $894,048
SUPPLEMENTAL NUTRITION ASSISTANCE PROGRAM
WORK PROGRAM AND EXPENDITURE BUDGET

2011 WORK PROGRAM

BACKGROUND AND PROGRAM SUMMARY
This program provides employment and training services for recipients of food stamps.

OBJECTIVES
To reduce dependence on Food Stamp benefits by providing employment opportunities for Food Stamp recipients.

ESSENTIAL WORK TASKS
Manage contracts including review of financial reports, development and enforcement of contractual requirements, and monitor compliance with program requirements.

PRIMARY PERFORMANCE MEASURES
The Texas Workforce Commission adopted a set of common measures that apply to all programs.

Common Measures:
1. Staff Assisted Entered Employment Rate- 80%
2. Employment Retention Rate- 80%
3. Education Achievement Rate- 65%

SELECT NEW INITIATIVES
1. Implement Work Keys Assessment to improve quality of work referrals.
2. Implement new standards for administrative cost categories.
3. Enhance the integration of workforce services/programs into a seamless system that provides maximum benefit for employers and job seekers.

HUMAN RESOURCE REQUIREMENT
Full-time equivalent, current year-.44
Full-time equivalent, prior year-.41

2011 EXPENDITURE BUDGET

PERSONNEL
Includes salaries and fringe benefits

$ 26,244

TRAVEL
Includes staff and committee travel

4,100

PROFESSIONAL SERVICES
Includes contract services, insurance, and bonding

11,505

COMMUNICATION
Includes public information, meetings, and conferences

1,000

OTHER DIRECT PROGRAM EXPENSES
Includes supplies, copier costs, training, membership dues, space costs (storage and remote facilities) repairs, computer repairs, and direct transportation expenses

2,550

CAPITAL EQUIPMENT
Includes purchases over $5,000

3,000

DIRECT INTERNAL SERVICES
Information Technology
Facilities
Human Resource Cost Pool
Innovation & Efficiency Cost Pool

1,810
1,608
802
758

SHARED COSTS

5,747

PASS THROUGH EXPENSES

547,514

TOTAL PROGRAM BUDGET

$ 606,638

East Texas Council of Governments
Fiscal Year 2011 Budget
EMPLOYMENT SERVICES
WORK PROGRAM AND EXPENDITURE BUDGET

2011 WORK PROGRAM

BACKGROUND AND PROGRAM SUMMARY
The program was established in 1933 to provide universal access to job matching services for employers and job seekers.

OBJECTIVES
To provide comprehensive labor exchange services for the universal population.

ESSENTIAL WORK TASKS
Establishment of workforce center system for use by employers and job seekers.

PRIMARY PERFORMANCE MEASURES
The Texas Workforce Commission adopted a set of common measures that apply to all programs along with four Reemployment and Employer Engagement Measures.

Common Measures:
1. Staff Assisted Entered Employment Rate- 80%
2. Employment Retention Rate- 80%
3. Education Achievement Rate- 65%

Reemployment and Employer Engagement Measures:
1. Claimant Reemployment Rate- 67%
2. Claimant Reemployment Within Ten Weeks Rate- 60%
3. Staff-Created Job Openings Filled Rate- 65%
4. Market Share Rate- 24%

SELECT NEW INITIATIVES
1. Mobile workforce center.
2. Work Keys Assessment for job seekers.

HUMAN RESOURCE REQUIREMENT
Full-time equivalent, current year- .55
Full-time equivalent, prior year- .34

2011 EXPENDITURE BUDGET

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>AMOUNT</th>
</tr>
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<td>CAPITAL EQUIPMENT</td>
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<td>Facilities</td>
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<td>PASS THROUGH EXPENSES</td>
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<tr>
<td>TOTAL PROGRAM BUDGET</td>
<td>$332,476</td>
</tr>
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</table>
**2011 WORK PROGRAM**

**BACKGROUND AND PROGRAM SUMMARY**
The Workforce Solutions East Texas Board will use a portion of the funding to hire a Transportation Navigator. The Navigator will serve in a shared assignment capacity to the Longview Workforce Center (Gregg County) and to the Tyler Workforce Center (Smith County). This position will be responsible for promoting the availability of JARC transportation and for developing potential workforce routes to employment and training and work destinations for which route consolidation will result in cost reduction.

**OBJECTIVES**
The submission of this proposal reflects a commitment from the workforce system to promote ridership among workforce participants.

**ESSENTIAL WORK TASKS**
Management of contracts including review of financial reports, development and enforcement of contractual requirements, and monitor compliance with program requirements.

**PRIMARY PERFORMANCE MEASURES**
An increased pool of potential riders from which lower cost routes can be developed.

**SELECT NEW INITIATIVES**

**HUMAN RESOURCE REQUIREMENT**
Full-time equivalent, current year - 0
Full-time equivalent, prior year - N/A

---

**2011 EXPENDITURE BUDGET**

**PERSONNEL**
Includes salaries and fringe benefits

**TRAVEL**
Includes staff and committee travel

**PROFESSIONAL SERVICES**
Includes contract services, insurance, and bonding

**COMMUNICATION**
Includes public information, meetings, and conferences

**OTHER DIRECT PROGRAM EXPENSES**
Includes supplies, copier costs, training, membership dues, space costs (storage and remote facilities) repairs, computer repairs, and direct transportation expenses

**CAPITAL EQUIPMENT**
Includes purchases over $5,000

**DIRECT INTERNAL SERVICES**
Information Technology
Facilities
Human Resource Cost Pool
Innovation & Efficiency Cost Pool

**SHARED COSTS**

**PASS THROUGH EXPENSES**

**TOTAL PROGRAM BUDGET**

$302,252
### 2011 WORK PROGRAM

#### BACKGROUND AND PROGRAM SUMMARY
The Texas Back-To-Work Program subsidizes the employment of Unemployment Insurance (UI) claimants who previously earned less than $15 an hour. It targets first time UI claimants. The goal of the program is to aid Texans’ timely reattachment to the workforce with the appropriate skills needed to be successful on the job and be retained in employment. A total of $2,000 per participant may be paid to an employer who employs the eligible UI claimant over a four month period.

#### OBJECTIVES
Develop training agreements with employers of East Texas for the training and placement of 115 residents of the region.

#### ESSENTIAL WORK TASKS
Management of contracts including review of financial reports, development and enforcement of contractual requirements, and monitor compliance with program requirements.

#### PRIMARY PERFORMANCE MEASURES
Serve 115 participants.

#### SELECT NEW INITIATIVES
Secure continuation funding.

#### HUMAN RESOURCE REQUIREMENT
- Full-time equivalent, current year: .11
- Full-time equivalent, prior year: .08
  
  Ready to Work - .08

### 2011 EXPENDITURE BUDGET

#### PERSONNEL
Includes salaries and fringe benefits

#### TRAVEL
Includes staff and committee travel

#### PROFESSIONAL SERVICES
Includes contract services, insurance, and bonding

#### COMMUNICATION
Includes public information, meetings, and conferences

#### OTHER DIRECT PROGRAM EXPENSES
Includes supplies, copier costs, training, membership dues, space costs (storage and remote facilities) repairs, computer repairs, and direct transportation expenses

#### CAPITAL EQUIPMENT
Includes purchases over $5,000

#### DIRECT INTERNAL SERVICES
- Information Technology: 432
- Facilities: 384
- Human Resource Cost Pool: 191
- Innovation & Efficiency Cost Pool: 181

#### SHARED COSTS
1,389

#### PASS THROUGH EXPENSES
278,226

#### TOTAL PROGRAM BUDGET
$287,984
### 2011 WORK PROGRAM

**BACKGROUND AND PROGRAM SUMMARY**
The Non-Custodial Parent Choices Employment Project (NCPCEP) is an employment project that targets low-income, unemployed, or underemployed noncustodial parents (NCPs) who are behind on their child support payments and whose children are current or former recipients of public assistance. The goal of the project is to help NCPs, who have substantial barriers to employment and career advancement, become economically self-sufficient while also making consistent child support payments.

The Workforce Solutions East Texas Board (WSETB) through its workforce center service provider will work in collaboration with the Texas Office of the Attorney General (OAG) Child Support Service and, the local court system to accomplish the project goals. NCPs ordered into the project by the court system will willingly either participate in the project or will be subject to judicial consequences, up to and including jail time, as directed by the local court system. Entering and retention in employment are critical parts of the Workforce side of this project to meet the Attorney General’s goal of increasing child support collections.

This program is currently available only in Gregg County.

**OBJECTIVES**
1. Serve 15 Gregg County Non-Custodial Parents per month.
2. Achieve 12 entered employment of Non-Custodial Parents per month with a retention of at least six months for 60% of those entering employment.
3. Facilitate innovative employment concepts for the target group, NCPs.
4. Develop procedures for implementing this program in other counties in the future.

**ESSENTIAL WORK TASKS**
Management of contracts including review of financial reports, development and enforcement of contractual requirements, and monitor compliance with program requirements. Collaborate with local OAG to review and improve processes.

**PERFORMANCE MEASURES**
Percentage of participating NCPs ordered into the project who enter employment. - 65%

### 2011 EXPENDITURE BUDGET

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PERSONNEL</strong></td>
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<tr>
<td>Includes salaries and fringe benefits</td>
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<tr>
<td><strong>TRAVEL</strong></td>
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<tr>
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<tr>
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<td>20,000</td>
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<td><strong>COMMUNICATION</strong></td>
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<tr>
<td><strong>CAPITAL EQUIPMENT</strong></td>
<td>-0-</td>
</tr>
<tr>
<td>Includes purchases over $5,000</td>
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<tr>
<td>Information Technology</td>
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<tr>
<td>Facilities</td>
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<td><strong>SHARED COSTS</strong></td>
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<td>$276,250</td>
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East Texas Council of Governments
Fiscal Year 2011 Budget
NON CUSTODIAL PARENT
WORK PROGRAM AND EXPENDITURE BUDGET

Percentage of Non-Custodial Parents who enter employment and who are retained in employment for at least two consecutive quarters. - 50%

SELECT NEW INITIATIVES
Expand the program into Harrison County October 2010 and plan future expansion into other counties throughout the region.

HUMAN RESOURCE REQUIREMENT
Full-time equivalent, current year- .03
Full-time equivalent, prior year- .21
PROJECT RE-INTEGRATION OF OFFENDERS
WORK PROGRAM AND EXPENDITURE BUDGET

2011 WORK PROGRAM

BACKGROUND AND PROGRAM SUMMARY
This program provides employment services for offenders who are being released from incarceration.

OBJECTIVES
1. To enable released offenders to resume a self-sufficient life.
2. To successfully integrate ex-offenders into employment.

ESSENTIAL WORK TASKS
Management of contracts including review of financial reports, development and enforcement of contractual requirements, and monitor compliance with program requirements.

PRIMARY PERFORMANCE MEASURES
The Texas Workforce Commission adopted a set of common measures that apply to all programs along with one Program-Specific Measure.

Common Measures:
1. Staff Assisted Entered Employment Rate- 80%
2. Employment Retention Rate- 80%
3. Education Achievement Rate- 65%

Program-Specific Measure:
1. Customers served- 2,817

SELECT NEW INITIATIVES
Implement Work Keys Assessment.

HUMAN RESOURCE REQUIREMENT
Full-time equivalent, current year- .32
Full-time equivalent, prior year- .30

2011 EXPENDITURE BUDGET

PERSONNEL $18,769
Includes salaries and fringe benefits

TRAVEL 500
Includes staff and committee travel

PROFESSIONAL SERVICES -0-
Includes contract services, insurance, and bonding

COMMUNICATION -0-
Includes public information, meetings, and conferences

OTHER DIRECT PROGRAM EXPENSES 277
Includes supplies, copier costs, training, membership dues, space costs (storage and remote facilities) repairs, computer repairs, and direct transportation expenses

CAPITAL EQUIPMENT -0-
Includes purchases over $5,000

DIRECT INTERNAL SERVICES
Information Technology 1,320
Facilities 1,173
Human Resource Cost Pool 585
Innovation & Efficiency Cost Pool 553

SHARED COSTS 4,111

PASS THROUGH EXPENSES 232,287

TOTAL PROGRAM BUDGET $259,575

East Texas Council of Governments
Fiscal Year 2011 Budget
REGIONAL COOPERATION CAPACITY BUILDING FOR TARGETED INDUSTRIES
WORK PROGRAM AND EXPENDITURE BUDGET

2011 WORK PROGRAM

BACKGROUND AND PROGRAM SUMMARY
In October 2009, a proposal was prepared and submitted jointly by the Workforce Solutions East Texas, Deep East Texas, and Northeast Texas Boards, in conjunction with a group of colleges, health care providers, and economic development agencies who agreed to be partners. In December 2009, the proposal was funded by the Texas Workforce Commission in the amount of $200,000 and will run from February 1, 2010 through March 31, 2011. A study will be conducted regarding the feasibility of equipping a state-of-the-art clinical simulation facility or (facilities) shared by the primary trainers (area colleges and universities) and their industry partners (healthcare providers). In conjunction with this study, there will be a detailed assessment of regional health care related skills needs, curricula, needs and available funding resources.

OBJECTIVES
1. The "Greater East Texas Health Care Workforce Needs Workgroup" will be formed.
2. Using funds from this grant, the services of a project leader/facilitator will be procured.
3. A clinical simulation facility feasibility study will be conducted resulting in a final report approved by the Workgroup outlining recommendations regarding clinical simulation facility(ies) along with the regional needs/resources assessment required for the grant.
4. A sustainability plan will be developed.

ESSENTIAL WORK TASKS
Management of contracts including review of financial reports, development and enforcement of contractual requirements, and monitor compliance with program requirements.

PRIMARY PERFORMANCE MEASURES
The completion of the above objectives.

SELECT NEW INITIATIVES
Assess the availability of financial and other resources that may become available during the next three years to carry out the projections for joint activity and provide strategies to develop those resources to meet the needs of the region's targeted industries' businesses.

HUMAN RESOURCE REQUIREMENT
Full-time equivalent, current year-.05
Full-time equivalent, prior year- N/A

2011 EXPENDITURE BUDGET

PERSONNEL
$3,348
Includes salaries and fringe benefits

TRAVEL
1,000
Includes staff and committee travel

PROFESSIONAL SERVICES
-0-
Includes contract services, insurance, and bonding

COMMUNICATION
400
Includes public information, meetings, and conferences

OTHER DIRECT PROGRAM EXPENSES
760
Includes supplies, copier costs, training, membership dues, space costs (storage and remote facilities) repairs, computer repairs, and direct transportation expenses

CAPITAL EQUIPMENT
-0-
Includes purchases over $5,000

DIRECT INTERNAL SERVICES
Information Technology
232
Facilities
206
Human Resource Cost Pool
103
Innovation & Efficiency Cost Pool
97

SHARED COSTS
733

PASS THROUGH EXPENSES
190,000

TOTAL PROGRAM BUDGET
$196,879
DISABILITY PROGRAM NAVIGATOR (DPN)
WORK PROGRAM AND EXPENDITURE BUDGET

2011 WORK PROGRAM

BACKGROUND AND PROGRAM SUMMARY
The U.S. Department of Labor Employment and Training Administration (DOLETA) and the Social Security Administration (SSA) have developed an initiative to better inform SSI/SSDI beneficiaries and other people with disabilities about the work support programs available at DOLETA-funded One-Stop Career Centers. These Centers provide information, training, and other employment-related services at a single customer-friendly location.

The DPN Initiative seeks to develop and sustain ongoing partnerships to achieve seamless, comprehensive, and integrated services, to expand the capacity of the workforce investment system to serve customers with disabilities and employers, and to create systemic change in the delivery of services.

OBJECTIVES
• Guide One-Stop Career Center staff in helping people with disabilities access and navigate the various programs that impact their ability to gain and retain jobs.
• Facilitate integrated, seamless, and comprehensive services in One-Stop Career Centers to persons with disabilities.
• Improve linkages to the employer community and develops demand-responsive strategies to meet recruitment and retention needs.
• Facilitate the transition of in- or out-of-school youth with disabilities to obtain employment and economic self-sufficiency.
• Serve as a resource on programs that impact the ability of persons with disabilities to enter and remain in the workforce.
• Bring together multiple partners to foster a collaborative effort to address individual level barriers to employment job seekers with disabilities experience.

ESSENTIAL WORK TASKS
Management of contracts including review of financial reports, development and enforcement of contractual requirements, and monitor compliance with program requirements.

2011 EXPENDITURE BUDGET

PERSONNEL
Includes salaries and fringe benefits

TRAVEL
Includes staff and committee travel

PROFESSIONAL SERVICES
Includes contract services, insurance, and bonding

COMMUNICATION
Includes public information, meetings, and conferences

OTHER DIRECT PROGRAM EXPENSES
Includes supplies, copier costs, training, membership dues, space costs (storage and remote facilities) repairs, computer repairs, and direct transportation expenses

CAPITAL EQUIPMENT
Includes purchases over $5,000

DIRECT INTERNAL SERVICES
Information Technology
Facilities
Human Resource Cost Pool
Innovation & Efficiency Cost Pool

SHARED COSTS

PASS THROUGH EXPENSES

TOTAL PROGRAM BUDGET $ 75,793

East Texas Council of Governments
Fiscal Year 2011 Budget
PRIMARY PERFORMANCE MEASURES
N/A

SELECT NEW INITIATIVES
Develop a strategy to develop and sustain the objectives of the program.

HUMAN RESOURCE REQUIREMENT
Full-time equivalent, current year- .05
Full-time equivalent, prior year- N/A
VETERANS EMPLOYMENT SERVICES
WORK PROGRAM AND EXPENDITURE BUDGET

2011 WORK PROGRAM

BACKGROUND AND PROGRAM SUMMARY
The Veterans program offers employment services, referral, and job training to veterans and disabled veterans.

OBJECTIVES
To assure that returning veterans are fully integrated into the local workforce.

ESSENTIAL WORK TASKS
1. Management of contracts including review of financial reports, development, and enforcement of contractual requirements.
2. Monitor compliance with program requirements.
3. Coordinate workforce center staff activities to assure adequate facilities, computer resources, and other supplies and equipment are available for program staff.

PRIMARY PERFORMANCE MEASURES
The Texas Workforce Commission adopted a set of common measures that apply to all programs including the Veterans Employment Service.

Common Measures:
1. Staff Assisted Entered Employment Rate- 80%
2. Employment Retention Rate- 80%
3. Education Achievement Rate- 65%

SELECT NEW INITIATIVES
A new initiative, Veterans Outreach Initiative, will involve the placement of a TWC employee at the Tyler Workforce Center to actively identify and recruit veterans to visit any workforce center in the region and utilize the services available.

HUMAN RESOURCE REQUIREMENT
Full-time equivalent, current year- .09
Full-time equivalent, prior year- .10

2011 EXPENDITURE BUDGET

PERSONNEL
Includes salaries and fringe benefits

$4,920

TRAVEL
Includes staff and committee travel

-0-

PROFESSIONAL SERVICES
Includes contract services, insurance, and bonding

-0-

COMMUNICATION
Includes public information, meetings, and conferences

-0-

OTHER DIRECT PROGRAM EXPENSES
Includes supplies, copier costs, training, membership dues, space costs (storage and remote facilities) repairs, computer repairs, and direct transportation expenses

310

CAPITAL EQUIPMENT
Includes purchases over $5,000

-0-

DIRECT INTERNAL SERVICES

Information Technology 334
Facilities 297
Human Resource Cost Pool 148
Innovation & Efficiency Cost Pool 140

SHARED COSTS

1,077

PASS THROUGH EXPENSES

65,032

TOTAL PROGRAM BUDGET

$72,258
2011 WORK PROGRAM

BACKGROUND AND PROGRAM SUMMARY
The American Recovery and Reinvestment Act provides funding for supplemental services to be provided through Title I of the Workforce Investment Act and the Wagner-Peyser Act. These programs ordinarily provide job matching as well more intensive interventions to assist dislocated workers and unemployed and underemployed workers and youth.

In addition to simply supplementing existing services, these funds are intended to establish summer work experience for youth and special training initiatives supportive of green jobs and other emerging technologies.

OBJECTIVES
To promote their mission and vision, the Workforce Solutions East Texas Board adopted an Actionable Plan with numerous strategies and actions to promote the Goals and Objectives outlined in the plan. Each action has a performance measure and timeline. Staff reports to the Board on a quarterly basis on the status of plan implementation.

Actionable Plan Goals:
1. The Board and Workforce Center System- Employer driven to meet the needs of the region's employers.
2. Workforce Development- Improve job seekers skills with education and training.
3. Partner with economic development entities.
4. Accountability- Define and improve performance measures; measure what matters.
5. Job Seeker Support- Leverage resources to improve support services for job seekers.
6. Marketing- Develop an aggressive marketing and communication campaign that targets Human Resource Directors.
7. Board Governance- Improve Board Governance.

Supporting the seven Goals of the Actionable Plan are: 25 Objectives, 54 Strategies, and 128 Action steps for which Workforce Development Program staff along with Workforce Solutions East Texas Centers staff are responsible.

2011 EXPENDITURE BUDGET

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
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<td>TRAVEL</td>
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<td>Includes contract services, insurance, and bonding</td>
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<tr>
<td>COMMUNICATION</td>
<td>-0-</td>
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<tr>
<td>Includes public information, meetings, and conferences</td>
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</tr>
<tr>
<td>OTHER DIRECT PROGRAM EXPENSES</td>
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<tr>
<td>Includes supplies, copier costs, training, membership dues, space costs (storage and remote facilities) repairs, computer repairs, and direct transportation expenses</td>
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<tr>
<td>CAPITAL EQUIPMENT</td>
<td>-0-</td>
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<tr>
<td>Includes purchases over $5,000</td>
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<tr>
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<td>TOTAL PROGRAM BUDGET</td>
<td>$54,555</td>
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</tbody>
</table>
In addition to the already established goals and objectives of the Board, it shall be a goal to utilize these additional resources in a manner that will promote fiscal stimulus, while maximizing transparency and minimizing waste.

**ESSENTIAL WORK TASKS**
1. Provide staff support for the CEO Board, Workforce Solutions East Texas Board, and its Committees.
2. Prepare program plans, procedures and administrative directives for program subcontractors.
3. Coordinate with partner agencies.
4. Procure service providers and develop contracts.
5. Administer contracts and monitor compliance and performance of those contracts.

**PRIMARY PERFORMANCE MEASURES**
The Texas Workforce Commission has adopted a set of common measures that apply to all programs along with seven Workforce Investment Act (WIA) performance measures.

**Common Measures:**
1. Staff Assisted Entered Employment Rate- 80%
2. Employment Retention Rate- 80%
3. Education Achievement Rate- 65%

**WIA Performance Measures:**
1. Adult Average Earnings- $10,840
2. Dislocated Worker Earnings- $13,930
3. # of Total Youth Enrolled in Summer Employment - 409
4. Youth Attainment of Degree/Certificate- 53%
5. Youth Placement in Employment/Education- 58%
6. Youth Literacy/Numeracy Gains- 35%

**SELECT NEW INITIATIVES**
1. Summer Work Experience Program
2. Green Jobs Training

**HUMAN RESOURCE REQUIREMENT**
Full-time equivalent, current year- .02
Full-time equivalent, prior year- N/A
Area Agency on Aging Division
AREA AGENCY ON AGING DIVISION
REVENUES / EXPENDITURES
FOR THE YEAR ENDED SEPTEMBER 30, 2011

Total $4,006,652
AREA AGENCY ON AGING DIVISION
EXPENDITURES BY CATEGORY
FOR THE YEAR ENDED SEPTEMBER 30, 2011

Total $4,006,652
AREA AGENCY ON AGING DIVISION
OVERALL PROGRAM AND EXPENDITURE BUDGET

2011 WORK PROGRAM

BACKGROUND AND PROGRAM SUMMARY
The Area Agency on Aging (AAA) of East Texas was established in 1973 in accordance with provisions of the Older Americans Act Comprehensive Services Amendment (Title V of the Older Americans Act). The AAA is an operational unit of the East Texas Council of Governments which was designated by the Governor of Texas as the aging services planning unit for East Texas. Initially, the AAA provided nutrition services only. The meal program began in church fellowship halls and community facilities. After a needs survey, transportation services were established to transport seniors to and from the nutrition meal sites. The transportation service later expanded to transporting clients with health and human service needs. As the transportation service continued to grow, so did the meal program. As funding became available from the State, AAA expanded its services to include benefit counseling/legal assistance, emergency response, in-home services, information, referral and assistance, medication management, home repairs, ombudsman, and other support services.

OBJECTIVES
The Area Agency on Aging of East Texas is designated by the Texas Department of Aging & Disability Services to coordinate services for individuals in East Texas who are 60 or older, with particular attention to low-income including low-income minorities, individuals with limited English proficiency, and older individuals residing in rural areas.

ESSENTIAL WORK TASKS
The AAA provides benefit counseling/legal assistance, information, referral & assistance, nutrition, ombudsman, care coordination, caregiver support, home repair/modification, emergency response system, homemaker, health maintenance, nutrition education, transportation, and hosts an annual REACH (Regional, Education on Aging, Caregiving and Health Care) Conference.

2011 EXPENDITURE BUDGET

PERSONNEL $ 590,012
Includes salaries and fringe benefits

TRAVEL 81,053
Includes staff and committee travel

PROFESSIONAL SERVICES 119,858
Includes contract services, insurance, and bonding

COMMUNICATION 74,800
Includes public information, meetings, and conferences

OTHER DIRECT PROGRAM EXPENSES 105,365
Includes supplies, copier costs, training, membership dues, space costs (storage and remote facilities) repairs, computer repairs, and direct transportation expenses

CAPITAL EQUIPMENT - 0 -
Includes purchases over $5,000

DIRECT INTERNAL SERVICES
Information Technology 54,957
Facilities 15,400
Human Resources Cost Pool 18,095
Innovation & Efficiency Cost Pool 17,112

SHARED COSTS 129,210

PASS THROUGH EXPENSES 2,800,790

TOTAL PROGRAM BUDGET $ 4,006,652
PRIMARY PERFORMANCE MEASURES
Provide a locally based system that connects elder citizens with the services and benefits they need. Provide a locally based system of nutrition services that includes meals, counseling and education designed to promote good health and to prevent illness. Provide a locally based system of services to maintain personal independence through provisions of supportive services, transportation, and senior center activities, and provide opportunities for increased personal productivity through community service volunteering. At the conclusion of service, clients are provided a customer satisfaction survey which measures their level of satisfaction with the service received.

Services and Projected Clients to be Served:
1. Information, Referral and Assistance- 3,675
2. Care Coordination- 475
3. Legal Assistance/Legal Awareness- 1,900
4. Caregiver Services- 1,200
5. Nutrition- 3,995
6. Transportation- 450
7. Residential Repair Title III- 125
8. Homemaker- 250
9. Health Maintenance- 40
10. Nutrition Education- 250
11. Emergency Response- 40
12. Total projected clients to be served- 12,400

SELECT NEW INITIATIVES
1. Pilot project and vendor based meal services.
2. Implement strategy to strengthen and diversify new program and build contingency plan to safeguard clients.

HUMAN RESOURCE REQUIREMENT
Full-time equivalent, current year- 11.60
Full-time equivalent, prior year- 11.60
### 2011 WORK PROGRAM

#### BACKGROUND AND PROGRAM SUMMARY

The Area Agency on Aging (AAA) of East Texas was established in 1973 in accordance with provisions of the Older Americans Act Comprehensive Services Amendment (Title V of the Older Americans Act). The AAA is an operational unit of the East Texas Council of Governments which was designated by the Governor of Texas as the aging services planning unit for East Texas. Initially, the AAA provided nutrition services only. As funding became available from the State, AAA expanded its services to include benefit counseling/legal assistance, emergency response, in-home services, information, referral and assistance, medication management, home repairs, ombudsman, and other support services.

#### OBJECTIVES

To plan, develop, implement, and sustain a service delivery system targeting older individuals with particular attention to low-income including low-income minorities, individuals with limited English proficiency, and older individuals residing in rural areas.

#### ESSENTIAL WORK TASKS

1. Provide timely assessments of targeted older individuals, identifying their needs and developing a mutually agreed upon care plan addressing client needs.
2. Provide public awareness and outreach activities- REACH (Regional Education on Aging, Caregiving, Healthcare) and Housing Summit.
3. Compliance, tracking, and reporting functions.

#### PRIMARY PERFORMANCE MEASURES

Serve 12,965 clients
(For details see primary performance measures listed under the AAA overall program and expenditure budget)

#### SELECT NEW INITIATIVES

1. Pilot project and vendor based meal services.
2. Implement strategy to strengthen and diversify new program and build contingency plan to safeguard clients.

#### HUMAN RESOURCE REQUIREMENT

Full-time equivalent, current year- 8.23
Full-time equivalent, prior year- 7.93

### 2011 EXPENDITURE BUDGET

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
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<td>Facilities</td>
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<tr>
<td>TOTAL PROGRAM BUDGET</td>
<td>$3,001,590</td>
</tr>
</tbody>
</table>
## 2011 WORK PROGRAM

### BACKGROUND AND PROGRAM SUMMARY
The Assistant Secretary of the Department of Health and Human Services is commissioned to carry out a program for making grants to States with State plans approved under section 307 of the Older American’s Act (OAA) as amended. The grants pay for the Federal share of the costs of programs to enable the Area Agency on Aging contractors to provide multifaceted systems for support services for family caregivers, grandparents, or older individuals who are relative caregivers. In December 2000, Congress approved President Clinton’s $125 million request to fund the new National Family Caregiver Support Program. This program was designed to provide critical support needed by families to assist them in maintaining their caregiver roles. Texas was allocated $6.1 million to implement the federal caregiver initiative.

### OBJECTIVES
Provide respite and supplemental services to family caregivers on a short-term basis to allow temporary relief from caregiving responsibilities, reduce caregiver stress, and reduce the risk of premature institutional placement of the care recipient.

### ESSENTIAL WORK TASKS
1. Coordinate information, resources, education, training, counseling and support services to enhance caregiver services to meet the needs of caregivers.
2. To provide timely and quality assessments of targeted family caregivers and their care recipients, identifying their needs and develop a mutually agreed upon plan addressing their needs.

### PRIMARY PERFORMANCE MEASURES
Provide services to 1,200 caregiver clients.

### SELECT NEW INITIATIVES
Restructure aging division to achieve a higher paid, yet smaller workforce.

### HUMAN RESOURCE REQUIREMENT
- Full-time equivalent, current year: 1.87
- Full-time equivalent, prior year: 1.87

## 2011 EXPENDITURE BUDGET

### PERSONNEL
Includes salaries and fringe benefits

### TRAVEL
Includes staff and committee travel

### PROFESSIONAL SERVICES
Includes contract services, insurance, and bonding

### COMMUNICATION
Includes public information, meetings, and conferences

### OTHER DIRECT PROGRAM EXPENSES
Includes supplies, copier costs, training, membership dues, space costs (storage and remote facilities) repairs, computer repairs, and direct transportation expenses

### CAPITAL EQUIPMENT
Includes purchases over $5,000

### DIRECT INTERNAL SERVICES
- Information Technology: 8,190
- Facilities: 2,295
- Human Resource Cost Pool: 2,697
- Innovation & Efficiency Cost Pool: 2,550

### SHARED COSTS
20,036

### PASS THROUGH EXPENSES
299,833

### TOTAL PROGRAM BUDGET
$457,537

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East Texas Council of Governments
Fiscal Year 2011 Budget
2011 WORK PROGRAM

BACKGROUND AND PROGRAM SUMMARY
As amended by the Older Americans Act (OAA) of 2000, the Nutrition Services Incentive Program (NSIP is the new name for the United States Department of Agriculture's cash or commodity program, formerly known as the Nutrition Program for the Elderly). The commodity program for NSIP participants is funded through an appropriation to USDA and administered by the Food and Nutrition Service's (FNS) Food Distribution Division. The purpose of NSIP is to expand performance by State and Tribal organizations in the efficient delivery of nutritious meals to older individuals through the use of cash/commodities.

OBJECTIVES
Use resources to serve eligible clients home delivered nutritionally balanced meals that meet the nutritional requirements as stated in the OAA and comply with Dietary Guidelines for Americans and recommended dietary allowances.

ESSENTIAL WORK TASKS
1. Access all home delivered meal participants.
2. Complete all required intake forms in a timely manner.

PRIMARY PERFORMANCE MEASURES
Annually serve 68,793 meals based on serving 250 days per year. Service is offered 5 days per week to eligible individuals. Some clients are provided 7-14 meals per week instead of 5.

SELECT NEW INITIATIVES
Pilot project and vendor based meal services.

HUMAN RESOURCE REQUIREMENT
N/A

2011 EXPENDITURE BUDGET

PERSONNEL
Includes salaries and fringe benefits

TRAVEL
Includes staff and committee travel

PROFESSIONAL SERVICES
Includes contract services, insurance, and bonding

COMMUNICATION
Includes public information, meetings, and conferences

OTHER DIRECT PROGRAM EXPENSES
Includes supplies, copier costs, training, membership dues, space costs (storage and remote facilities) repairs, computer repairs, and direct transportation expenses

CAPITAL EQUIPMENT
Includes purchases over $5,000

DIRECT INTERNAL SERVICES
Information Technology
Facilities
Human Resource Cost Pool
Innovation & Efficiency Cost Pool

SHARED COSTS

PASS THROUGH EXPENSES
340,525

TOTAL PROGRAM BUDGET $340,525
## CMS/Medicare

**Work Program and Expenditure Budget**

### 2011 Work Program

**Background and Program Summary**
The State Health Insurance Assistance Program (SHIP) was created under Section 4360 of the Omnibus Budget Reconciliation Act (OBRA) of 1990 (Public Law 101-508). In Texas, the SHIP is known as the Health Information Counseling and Advocacy Program (HICAP), which is a partnership of the Area Agencies on Aging, Texas Legal Services Center, and the Texas Department of Insurance. The law authorizes the Secretary of the Department of Health and Human Services (DHHS) to make grants to states to establish and maintain statewide programs to provide health insurance information, counseling, and assistance to Medicare eligible individuals.

The Medicare Improvements for Patients and Providers Act (MIPPA) for beneficiary outreach and assistance grant is intended to strengthen the capability of states to enroll all Medicare eligible individuals who are eligible for the Low Income Subsidy (LIS) for Part D premiums and co-pays and Part B premiums.

**Objectives**
The SHIP grant is intended to strengthen the capability of states to provide all Medicare eligible individuals information, counseling, and assistance on health insurance matters. It also helps ensure states have a network of staff and volunteers to provide accurate and objective health insurance information, assistance in making informed health coverage decisions, and understanding related rights and protections.

Since the implementation of the Medicare Modernization Act of 2003, the demand for information, counseling, and assistance services has grown. Objectives for the MIPPA grant are as follows:

1. Provide individual legal counseling/assistance services, legal assistance, legal awareness as well as information, referral and assistance services to a greater number of LIS eligible Medicare beneficiaries of any age, and/or their representative(s).
2. Ensure legal assistance services are locally accessible to LIS eligible beneficiaries who are unable to access other channels of information, and who need and/or prefer locally based individual information, counseling, and assistance services.

### 2011 Expenditure Budget

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<thead>
<tr>
<th>Category</th>
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<tr>
<td><strong>Total Program Budget</strong></td>
<td>$207,000</td>
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</tbody>
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**East Texas Council of Governments**
Fiscal Year 2011 Budget
3. Increase target outreach to LIS eligible Medicare beneficiaries including, but not limited to, non-English speaking beneficiaries, disabled beneficiaries, and individuals residing in rural areas.

**ESSENTIAL WORK TASKS**
The SHIP grant will provide counseling and assistance to eligible individuals in need of health insurance information including:

1. Information that may assist individuals in obtaining benefits and filing claims under Title XVIII and XIX of the Social Security Act.
2. Policy comparison information for Medicare supplemental policies (as described in section 1882(g)(1) of the Social Security Act, as amended) and information that may assist eligible individuals with filing claims under such Medicare supplemental policies.
3. Information regarding long-term care insurance.
4. Information regarding Medicaid programs, including Medicare Savings Programs.
5. Information regarding other types of health insurance benefits that may be provided to eligible individuals in the state.
6. Information regarding health insurance coverage options created under the Balanced Budget Act of 1977 and subsequent amendments under the Balanced Budget Refinement Act of 1999

The MIPPA grant will provide counseling and assistance will be provided to eligible individuals in need of health insurance information including:

1. Information regarding other types of health insurance benefits that may be provided to eligible individuals in the state.
2. Policy comparison information for Medicare advantage plans and Part D (as described in section 1882(g)(1) of the Social Security Act, as amended) and information that may assist eligible individuals with filing claims under such Medicare plan.
3. Information regarding long-term care insurance.
4. Information regarding Medicaid programs, including Medicare Savings Programs.
5. Information regarding available Medicare/Medigap plans.
6. Appeals assistance.

**PRIMARY PERFORMANCE MEASURES**
Outreach activities include at least: 12 public presentations on Medicare and other benefits; 14 health fairs, providing literature and benefits information; and 14 Medicare Advantage and Part D enrollment events targeting seniors and/or caregivers. In addition, the Area Agency on Aging of East Texas (AAA) plans to build a network within the current senior centers in our fourteen county region to update and revitalize these centers for the benefit of seniors and/or other caregivers. Total projected clients to be served - 75.

Participate in activities with CMS, DADS and other Health Information Counseling and Advocacy Program (HICAP) partners to assure benefits counselors are equipped to respond to a rapidly changing counseling environment. Participate with CMS, DADS, and other HICAP partners to support national education efforts. Total projected clients served - 4,000.

**SELECT NEW INITIATIVES**
Increase the benefit counselor workforce and establish new counseling sites to ensure the availability of services within the AAA’s designated service area.

**HUMAN RESOURCE REQUIREMENT**
Full-time equivalent, current year- 1.50
Full-time equivalent, prior year- 1.80
9-1-1 Emergency Services Division
911 EMERGENCY SERVICES REVENUES / EXPENDITURES
FOR THE YEAR ENDED SEPTEMBER 30, 2011

Total $2,560,817
911 EMERGENCY SERVICES EXPENDITURES BY CATEGORY
FOR THE YEAR ENDED SEPTEMBER 30, 2011

Total $2,560,817
9-1-1 EMERGENCY
OVERALL PROGRAM AND EXPENDITURE BUDGET

2011 WORK PROGRAM

BACKGROUND AND PROGRAM SUMMARY
The 9-1-1 Emergency Services Regional Program performs strategic planning, implementation, and maintenance to support ten of ETCOG’s fourteen counties’ 9-1-1 systems as authorized by legislation. 9-1-1 program staff are responsible for database, network, equipment, services and support. Technologies addressed include traditional wire line services, cellular, VoIP (Voice over Internet Protocol), converged services, addressing, GIS, Mapping, and Telephone Device for the Deaf. In support of these efforts the ETCOG 9-1-1 staff supports local governments through addressing in six counties and sixteen cities.

OBJECTIVES
The goal of 9-1-1 Emergency services is to establish and maintain equipment, networks, and databases to preserve and enhance public safety and health through reliable access to emergency communication services while building to interface with new technologies.

ESSENTIAL WORK TASKS
Essential work tasks include the daily review and updates to the 9-1-1 Statewide Database to improve maps and services to support the 9-1-1 PSAPs (Public Safety Answering Points referred to as 9-1-1 call taking centers), to provide additional and better training, to continue to expand the GIS initiatives through improved data, improve customer service, and to meet or exceed established performance measures.

PRIMARY PERFORMANCE MEASURES
1. Number of PSAPs with Wireless ANI/ALI (Automatic Number Info/Automatic Location Identification) 17
2. Number of total 9-1-1 calls 160,000
3. Wireless calls as a percentage of total 9-1-1- volume 50%
4. Total number of Public Education items distributed 5,000
5. Number of PSAPs with equipment replaced 2
6. Number of reported 9-1-1 network outages that exceed 2 hours (State Network Outages/Downtime) 0
7. Percentage of total dollar value of purchasing and Contracts awarded to HUBS (Historically Underutilized Business) .01%
8. Expand the Training Program for Telecommunicators to Include at least one new initiatives 1
9. Provide training to dispatchers 40
10. Develop one new Public Education Initiative 1

2011 EXPENDITURE BUDGET

PERSONNEL $ 431,980
Includes salaries and fringe benefits

TRAVEL 24,900
Includes staff and committee travel

PROFESSIONAL SERVICES 141,394
Includes contract services, insurance, and bonding

COMMUNICATION 48,200
Includes public information, meetings, and conferences

OTHER DIRECT PROGRAM EXPENSES 30,815
Includes supplies, copier costs, training, membership dues, space costs (storage and remote facilities) repairs, computer repairs, and direct transportation expenses

CAPITAL EQUIPMENT 430,000
Includes purchases over $5,000

DIRECT INTERNAL SERVICES
Information Technology 39,756
Facilities 33,000
Human Resource Cost Pool 12,912
Innovation & Efficiency Cost Pool 12,211

SHARE COSTS 94,602

PASS THROUGH EXPENSES 1,261,047

TOTAL PROGRAM BUDGET $ 2,560,817
SELECT NEW INITIATIVES
1. Complete the project of new maps and MIS software for seventeen PSAPs.
2. Award and build Stage I of the NG 9-1-1 network and equipment for a new 9-1-1 PSAP. (Completion of a full EsiNet, Next Generation 9-1-1, allows citizens to “text” 9-1-1 emergencies over their smart devices and provide connectivity eventually across the state with all other PSAPs)

HUMAN RESOURCE REQUIREMENT
Full-time equivalent, current year- 8.56
Full-time equivalent, prior year- 8.56
Criminal Justice & Public Safety Division
CRIMINAL JUSTICE & PUBLIC SAFETY DIVISION
REVENUES / EXPENDITURES
FOR THE YEAR ENDED SEPTEMBER 30, 2011

Total $734,506
CRIMINAL JUSTICE & PUBLIC SAFETY DIVISION
EXPENDITURES BY CATEGORY
FOR THE YEAR ENDED SEPTEMBER 30, 2011

Total $734,506
## 2011 WORK PROGRAM

### BACKGROUND AND PROGRAM SUMMARY
The Criminal Justice & Public Safety Division provides training and technical assistance to agencies within the 14-county region in the areas of criminal justice, juvenile justice, victim services, homeland security and hazard mitigation. The Criminal Justice Advisory Committee ranks grant applications within five funding streams administered by the Governor’s Office, Criminal Justice Division: Victims of Crime Act (VOCA) and STOP Violence Against Women Act (VAWA) for victim services; Juvenile Justice and Delinquency Prevention (JJP) and Safe and Drug-Free Schools and Communities Act (SDFSCA) for juvenile services; and the State 421 Fund for all other criminal justice purposes, which is primarily used in our region for the Police Training program. The Homeland Security Advisory Committee allocates the region’s homeland security funding to eligible local jurisdictions and to important regional projects.

### OBJECTIVES
1. Ensure that each member jurisdiction has appropriate Emergency Management, Hazard Mitigation and (criminal justice) Community Plans.
2. Ensure that each member jurisdiction has adopted the National Incident Management System (NIMS) and has received appropriate training.
3. Improve the quality of Police Training offered within the region.
4. Train and support the Regional Multi-Agency Coordination Group to assist in emergencies.
5. Develop and implement new projects and strategies that will improve the administration of justice within the ETCOG region.

### ESSENTIAL WORK TASKS
1. Ensure that grant applicants receive proper training and technical assistance.
2. Conduct annual grant writing workshops.
3. Provide technical assistance to CJD/HS grantees and prioritize applications.
4. Create and update regional plans.
5. Administer regional Police Training & Juvenile Detention grant programs.
6. Assist counties, cities, school districts, and others in creating, updating & revising their Emergency Management plans & Hazard Mitigation plans & qualifying for SHSP grants.

## 2011 EXPENDITURE BUDGET

### PERSONNEL
Includes salaries and fringe benefits

### TRAVEL
Includes staff and committee travel

### PROFESSIONAL SERVICES
Includes contract services, insurance, and bonding

### COMMUNICATION
Includes public information, meetings, and conferences

### OTHER DIRECT PROGRAM EXPENSES
Includes supplies, copier costs, training, membership dues, space costs (storage and remote facilities) repairs, computer repairs, and direct transportation expenses

### CAPITAL EQUIPMENT
Includes purchases over $5,000

### DIRECT INTERNAL SERVICES
- Information Technology: $14,032
- Facilities: $6,600
- Human Resources Cost Pool: $6,265
- Innovation & Efficiency Cost Pool: $5,925

### SHARED COSTS
$45,087

### PASS THROUGH EXPENSES
$186,000

### TOTAL PROGRAM BUDGET
$734,506
CRIMINAL JUSTICE & PUBLIC SAFETY
OVERALL PROGRAM AND EXPENDITURE BUDGET

PRIMARY PERFORMANCE MEASURES
1. Notify 750 potential grantees of funding opportunities.
2. Hold four CJAC meetings and twelve HSAC meetings.
3. Provide technical assistance as needed to area agencies.
4. Ensure that all 14 counties have approved Homeland Security Plans, Hazard Mitigation Plans, and Community Plans for victim services, juvenile services and criminal justice.
5. Enable all 14 counties and at least 80 cities to qualify for Homeland Security funding.
6. Raise the regional communications interoperability level from four to six by the end of 2015.

SELECT NEW INITIATIVES
1. Interoperable Emergency Communications Project.
2. Administration of Regional Justice Assistance Grants program.

HUMAN RESOURCE REQUIREMENT
Full-time equivalent, current year- 3.08
Full-time equivalent, prior year- 3.10
### 2011 WORK PROGRAM

#### BACKGROUND AND PROGRAM SUMMARY
Since 2003, Congress has provided funding to the States to strengthen critical infrastructure, purchase interoperable communications equipment, train first responders, and perform other tasks essential to ensure the security of the nation. Texas allocates funding regionally through the 24 COGs. The ETCOG Homeland Security Advisory Committee has allocated over $15 million to projects proposed by eligible jurisdictions, and to Regional projects. ETCOG has assisted jurisdictions in completion of Emergency Response Plans; purchased 14 mobile communications gateways, placing one in each county; and created GIS maps of the region, now being used by first responders.

#### OBJECTIVES
1. Increase Regional Communications Interoperability from level 4 to level 6.
2. Increase the number of ETCOG jurisdictions eligible for future Homeland Security grants.
3. Provide regular, convenient, free or low-cost National Incident Management System (NIMS) training for elected officials and first responders.
4. Ensure that all allocated funding is spent appropriately.
5. Train and support the Regional Multi-Agency Coordination Group (MACG).

#### ESSENTIAL WORK TASKS
1. Assist counties, cities, and ISDs in updating and revising their Emergency Management Plans.
2. Assist jurisdictions in adopting NIMS.
3. Assist jurisdictions in registration and data entry with the National Incident Management Capability Assessment Support Tool (NIMCAST), Texas Regional Response Network (TRRN), and Communication Assets Survey and Mapping (CASM).
4. Coordinate activities with Emergency Management Centers (EMCs), Department of Emergency Management (DEM), and Texas Engineering Extension Service (TEEX).
5. Coordinate NIMS training for elected officials and first responders.
7. Assist jurisdictions with State Procurement and Review System (SPARS) data entry, approve project expenditures and ensure that funds are spent appropriately.
8. Train and support the Regional Multi-Agency Coordination Group; maintain the Regional plan, coordinate training and exercises.

### 2011 EXPENDITURE BUDGET

#### PERSONNEL
Includes salaries and fringe benefits

$118,149

#### TRAVEL
Includes staff and committee travel

5,900

#### PROFESSIONAL SERVICES
Includes contract services, insurance, and bonding

66,062

#### COMMUNICATION
Includes public information, meetings, and conferences

1,500

#### OTHER DIRECT PROGRAM EXPENSES
Includes supplies, copier costs, training, membership dues, space costs (storage and remote facilities) repairs, computer repairs, and direct transportation expenses

630

#### CAPITAL EQUIPMENT
Includes purchases over $5,000

-0-

#### DIRECT INTERNAL SERVICES

- Information Technology
  - 7,995
- Facilities
  - 3,761
- Human Resources Cost Pool
  - 3,570
- Innovation & Efficiency Cost Pool
  - 3,376

#### SHARED COSTS

25,874

#### PASS THROUGH EXPENSES

-0-

#### TOTAL PROGRAM BUDGET

$236,817
9. Ensure that the Biannual Strategy Implementation Report is appropriately completed.

PRIMARY PERFORMANCE MEASURES
1. Ninety jurisdictions will have Homeland Security plans approved by the Department of Emergency Management (DEM).
2. Ninety jurisdictions will have adopted NIMS.
3. Seventy-five jurisdictions will use TRRN.
4. Eighty jurisdictions will be eligible for Department of Emergency Management funding.
5. Fifty jurisdictions will participate in training.
6. Increase the Regional Communications Interoperability rating from level four to level six by the end of FY 2015.
7. Assist twenty ISDs with Homeland Security plans and/or exercises.
8. Hold three MAC-G exercises, one Communications Unit Leader Training (COM-L) training, two Incident Command System (ICS) 300-400 training courses, and one Citizens Corps Program (CCP) train-the-trainer course.

SELECT NEW INITIATIVES
N/A

HUMAN RESOURCE REQUIREMENT
Full-time equivalent, current year- 1.84
Full-time equivalent, prior year- 1.76
2011 WORK PROGRAM

BACKGROUND AND PROGRAM SUMMARY
This project provides funds to train new peace officers, jailers, and communication operators employed or sponsored by ETCOG member agencies. Additional funds are used to bring talented instructors from outside the region to conduct classes here, and to send officers elsewhere to attend needed classes that are not available within the region.

OBJECTIVES
1. Encourage qualified candidates to train and work as peace officers, jailers, and communication operators within the ETCOG region.
2. Improve training of current officers of ETCOG agencies.
3. Increase efficiency of law enforcement within the region, improving arrest and conviction rates, thereby making our region a safer place to live, work, and raise families.

ESSENTIAL WORK TASKS
1. Contract with the East Texas Police Academy to provide training for officer candidates, new jailers, dispatchers, and currently employed peace officers.
2. Contract with highly-qualified, recommended instructors with special expertise from outside our region to provide important specialized and advanced courses that would otherwise be unavailable.
3. Provide scholarships for officers to attend advanced and specialized courses unavailable in the region.

PRIMARY PERFORMANCE MEASURES
1. 95% of new officers trained will pass the state exam on the first attempt.
2. 92% of new jailers trained will pass the state exam on the first attempt.
3. Train at least 75 new peace officers who pass the state exam on the first attempt.
4. Train at least 80 new jailers who pass the state exam.
5. Train at least 20 new public communication operators.
6. Provide in-service training to at least 1200 officers.
7. Provide at least 8,000 hours of instruction.
8. Provide 12 special courses using instructors from outside the region.

SELECT NEW INITIATIVES
N/A

HUMAN RESOURCE REQUIREMENT
Full-time equivalent, current year - .24
Full-time equivalent, prior year - .22

2011 EXPENDITURE BUDGET

PERSONNEL
Includes salaries and fringe benefits

TRAVEL
Out of region travel

PROFESSIONAL SERVICES
Includes contract services, insurance, and bonding.

COMMUNICATION
Includes public information, meetings, and conferences

OTHER DIRECT PROGRAM EXPENSES
Includes supplies, copier costs, training, membership dues, space costs (storage and remote facilities) repairs, computer repairs, and direct transportation expenses

CAPITAL EQUIPMENT
Includes purchases over $5,000

DIRECT INTERNAL SERVICES
Information Technology
Facilities
Human Resources Cost Pool
Innovation & Efficiency Cost Pool

SHARED COSTS

PASS THROUGH EXPENSES

TOTAL PROGRAM BUDGET
CRIMINAL JUSTICE
WORK PROGRAM AND EXPENDITURE BUDGET

2011 WORK PROGRAM

BACKGROUND AND PROGRAM SUMMARY
The Criminal Justice & Public Safety Division provides training and technical assistance to agencies within the 14-county region in the areas of criminal justice, juvenile justice, and victim services. The Criminal Justice Advisory Committee (CJAC) ranks grant applications within five funding streams administered by the Governor’s Office, Criminal Justice Division (CJD): Victims of Crime Act (VOCA) and STOP Violence Against Women Act (VAWA) for victim services; Juvenile Justice and Delinquency Prevention (JDP) and Safe and Drug-Free Schools and Communities Act (SDFSCA) for juvenile services; and the State 421 Fund for all other criminal justice purposes, which is primarily used in our region for the Police Training program.

OBJECTIVES
1. Ensure that each member jurisdiction has an appropriate Community Plan.
2. Develop and implement new projects and strategies that will improve the administration of justice within the ETCOG region.
3. Improve the quality of Police Training offered.
4. Coordinate and encourage the provision of services to victims, juvenile delinquency prevention, and other criminal justice projects.

ESSENTIAL WORK TASKS
1. Provide prompt and courteous technical assistance to all CJD grantees and potential grantees.
2. Conduct annual grant writing workshops.
3. Ensure that the CJAC appropriately prioritizes our CJD grant applications in compliance with applicable Texas Administrative Code (T.A.C.) regulations.
4. Ensure that community planning is done in accordance with CJD specifications.
5. Create and submit a strategic plan required by CJD.
6. Make on-site monitoring visits to any first-year CJD grantees, and others as needed.
7. Attend any required training at CJD’s request.
8. Maintain appropriate accounting records.
9. Submit all required documents and reports on time and error-free.

2011 EXPENDITURE BUDGET

PERSONNEL
Includes salaries and fringe benefits

TRAVEL
Includes staff and committee travel

PROFESSIONAL SERVICES
Includes contract services, insurance, and bonding

COMMUNICATION
Includes public information, meetings, and conferences

OTHER DIRECT PROGRAM EXPENSES
Includes supplies, copier costs, training, membership dues, space costs (storage and remote facilities) repairs, computer repairs, and direct transportation expenses

CAPITAL EQUIPMENT
Includes purchases over $5,000

DIRECT INTERNAL SERVICES
Information Technology
Facilities
Human Resources Cost Pool
Innovation & Efficiency Cost Pool

SHARED COSTS

PASS THROUGH EXPENSES

TOTAL PROGRAM BUDGET
$ 118,359
CRIMINAL JUSTICE
WORK PROGRAM AND EXPENDITURE BUDGET

PRIMARY PERFORMANCE MEASURES
1. Notify 650 current and potential grantees of CJD funding opportunities.
2. Hold at least 4 CJAC meetings.
3. Provide technical assistance as needed, approximately 900 times per year.
4. Make 10 on-site visits to grantees.
5. Attend and/or facilitate at least 2 Community Planning meetings.
6. Accept at least 2 new Community Plans.

SELECT NEW INITIATIVES
N/A

HUMAN RESOURCE REQUIREMENT
Full-time equivalent, current year- .87
Full-time equivalent, prior year- .67
## INTEROPERABLE EMERGENCY COMMUNICATIONS GRANT PROGRAM
### WORK PROGRAM AND EXPENDITURE BUDGET

### 2011 WORK PROGRAM

#### BACKGROUND AND PROGRAM SUMMARY
The Interoperable Emergency Communications Grant Program (IECGP) provides funding to improve interoperable emergency communications capabilities and supports the implementation of the Statewide Communication Interoperability Plan (SCIP). Funds provided shall be used to provide law enforcement and emergency response communities with enhanced capabilities for detecting, deterring, disrupting, preventing, and responding to potential threats of manmade, natural disasters and acts of terrorism. IECGP funds will help ensure that the goals and initiatives of the SCIP are carried out and that the SCIP is aligned with the National Emergency Communications Plan (NECP).

#### OBJECTIVES
1. Measure progress toward achieving the National Preparedness Guidelines.
2. Strengthen improvised explosive device (IED) attack deterrence, prevention and protection capabilities.
3. Strengthen preparedness planning.

#### ESSENTIAL WORK TASKS
1. Revise the Regional Interoperability Communications Plan (RICP) and submit to DEM on time.
2. Establish Regional Standard Operating Procedures (SOP) and submit to DEM on time.
3. Enter communications assets into CASM by the date established by the SCIP.
4. Identify local communications training needs and estimate the associated costs.

#### PRIMARY PERFORMANCE MEASURES
1. Submit Regional Interoperability Communications Plan (RICP) to DEM on time.
2. Submit Regional Standard Operating Procedures (SOP) to DEM on time.
3. List local communications training needs and estimated training costs.

#### SELECT NEW INITIATIVES
This is a new initiative, with specific deliverables as required by the State. Also, the funding source does not allow for administrative costs; therefore, all work must be done via contract.

#### HUMAN RESOURCE REQUIREMENT
- Full-time equivalent, current year: N/A
- Full-time equivalent, prior year: N/A

### 2011 EXPENDITURE BUDGET

#### PERSONNEL
Includes salaries and fringe benefits

#### TRAVEL
Includes travel for the contractor

#### PROFESSIONAL SERVICES
Includes contract services, insurance, and bonding

#### COMMUNICATION
Includes public information, meetings, and conferences

#### OTHER DIRECT PROGRAM EXPENSES
For training

#### CAPITAL EQUIPMENT
Includes purchases over $5,000

#### DIRECT INTERNAL SERVICES
- Information Technology
- Facilities
- Human Resources Cost Pool
- Innovation & Efficiency Cost Pool

#### SHARED COSTS

#### PASS THROUGH EXPENSES

#### TOTAL PROGRAM BUDGET
$115,542

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**East Texas Council of Governments**

**Fiscal Year 2011 Budget**
**REGIONAL JUVENILE DETENTION**  
**WORK PROGRAM AND EXPENDITURE BUDGET**

### 2011 WORK PROGRAM

**BACKGROUND AND PROGRAM SUMMARY**
ETCOG’s rural counties are unable to house juvenile offenders in-county & must contract for beds elsewhere. This project assists those counties whose need for juvenile detention services exceeds available local funds, assuring East Texas juveniles of safe and appropriate housing and needed services such as tutoring, counseling, or GED classes while detained within the ETCOG region.

**OBJECTIVES**
Provide funding needed by rural ETCOG counties, for safe and appropriate detention of juveniles who must be removed from home due to delinquent behavior and inadequate parental supervision.

**ESSENTIAL WORK TASKS**
1. Allocate funding based on county’s juvenile population.
2. Notify counties of allocations, grant rules, and timelines.
4. Approve appropriate invoices for payment.
5. Ensure that any unused funds are de-obligated and reallocated prior to July 31.
6. Ensure that all requests for reimbursement are submitted promptly, and that all required reports are properly completed and submitted on time.

**PRIMARY PERFORMANCE MEASURES**
1. Number of juveniles housed outside their home county.
2. Provide at least 300 days of safe and appropriate detention services to these juveniles.

**SELECT NEW INITIATIVES**
Administration of Regional Justice Assistance Grants program.

**HUMAN RESOURCE REQUIREMENT**
- Full-time equivalent, current year- .13
- Full-time equivalent, prior year- .11

### 2011 EXPENDITURE BUDGET

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
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<tbody>
<tr>
<td><strong>PERSONNEL</strong></td>
<td>$7,152</td>
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<tr>
<td>Includes salaries and fringe benefits</td>
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<tr>
<td><strong>TRAVEL</strong></td>
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<td>Includes staff and committee travel</td>
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<td><strong>PROFESSIONAL SERVICES</strong></td>
<td>130</td>
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<td>Includes contract services, insurance, and bonding</td>
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<td><strong>COMMUNICATION</strong></td>
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<td><strong>OTHER DIRECT PROGRAM EXPENSES</strong></td>
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<td><strong>CAPITAL EQUIPMENT</strong></td>
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<tr>
<td>Includes purchases over $5,000</td>
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<tr>
<td><strong>DIRECT INTERNAL SERVICES</strong></td>
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<td>Information Technology</td>
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<td>Facilities</td>
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<td><strong>SHARED COSTS</strong></td>
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<td><strong>PASS THROUGH EXPENSES</strong></td>
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<td><strong>TOTAL PROGRAM BUDGET</strong></td>
<td>$48,317</td>
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Transportation Division
TRANSPORTATION DIVISION
REVENUE/ EXPENDITURES
FOR THE YEAR ENDED SEPTEMBER 30, 2011

Total $4,632,437
TRANSPORTATION DIVISION
EXPENDITURES BY CATEGORY
FOR THE YEAR ENDED SEPTEMBER 30, 2011

Total $4,632,437
TRANSPORTATION DIVISION
OVERALL PROGRAM AND EXPENDITURE BUDGET

2011 WORK PROGRAM

BACKGROUND AND PROGRAM SUMMARY
The Federal Transit Administration’s Non-Urbanized Transportation program provides the framework for public transportation programs in rural areas. This program is state and federally funded through TXDOT and the ETCOG Aging Department. ETCOG has been providing rural public transportation since 1990. ETCOG’s service was provided through a subcontract until September 2007, when ETCOG brought transportation operations in-house. Although historically the transportation program’s primary customers have been elderly, persons with disabilities, and low-income residents, increases in gasoline prices and the ailing economy have expanded ridership beyond the traditional rural customer base. Since assuming direct operation of transit services in September 2007, ETCOG’s ridership for the September through June period has grown from 56,997 passenger trips in 2007 to 86,711 passenger trips in 2009—an increase of over 52%.

While ETCOG’s transportation focus has been providing rural public transportation, ETCOG is working to establish a Rural Transportation Planning Organization (RTPO). The RTPO will coordinate all multimodal transportation planning for our fourteen county region. Through the RTPO, our region will speak with one voice to improve planning, project prioritization, consensus building, and funding for transportation projects.

OBJECTIVES
1. Utilize funds strategically to increase public transportation services throughout the region.
2. Working with the East Texas Regional Transportation Coordination Steering Committee, meet with stakeholders and potential customers to facilitate coordination of public transit services.
3. Explore partnerships for seamless travel among intercity bus, Amtrak, local bus systems, and other providers in both the public and private sectors.
4. Establish a RTPO governed by a policy body representing the entire region.

ESSENTIAL WORK TASKS
1. Increase efficiency and effectiveness of transit operations through better utilization of technology, equipment, and people.
2. Work with public and private transportation providers to identify unmet needs and share ETCOG’s investment in information technology (IT) with partners to meet those needs.

2011 EXPENDITURE BUDGET

PERSONNEL $ 1,940,735
Includes salaries and fringe benefits

TRAVEL 16,000
Includes staff and committee travel

PROFESSIONAL SERVICES 149,000
Includes contract services, insurance, and bonding

COMMUNICATION 43,800
Includes public information, meetings, and conferences

OTHER DIRECT PROGRAM EXPENSES 848,827
Includes supplies, copier costs, training, membership dues, space costs (storage and remote facilities) repairs, computer repairs, and direct transportation expenses

CAPITAL EQUIPMENT 984,505
Includes purchases over $5,000

DIRECT INTERNAL SERVICES
Information Technology 73,665
Facilities 17,600
Human Resource 68,506
Innovation & Efficiency 64,786

SHARED COSTS 425,013

PASS THROUGH EXPENSES -0-

TOTAL PROGRAM BUDGET $ 4,632,437
TRANSPORTATION DIVISION
OVERALL PROGRAM AND EXPENDITURE BUDGET

3. Adapt ETCOG’s GIS technology to benefit the region.
4. Develop partnerships among intercity operators—Greyhound and Kerrville Bus Lines; Amtrak and local operators—Tyler Transit, Longview Transit, ETCOG’s rural transit; and other providers to offer seamless integrated public transportation services to the region.
5. Work with interested cities to develop flex/deviated route services.

PRIMARY PERFORMANCE MEASURES
1. Reduce non-revenue miles and hours by 20%.
2. Increase passengers “Per Revenue Mile” to an average of .12 or greater.
3. Increase transit ridership throughout the region by 10%.
4. Reduce cost per passenger to $25.00 or less.
5. Implement a rideshare/carpool program for the entire service area.

SELECT NEW INITIATIVES
1. Expand the benefits of the Job Access and Reverse Commute, and New Freedom Transportation Programs.
2. Benchmark transit operations to align with best practice standards.
3. Establish a preventive maintenance program for all vehicles.
4. Create a Rural Transportation Planning Organization within ETCOG.
5. Make GIS capabilities available to all ETCOG divisions and member organizations.
6. Brand ETCOG’s public transportation services to provide a positive identity.

HUMAN RESOURCE REQUIREMENT
Full-time equivalent, current year-  66.64
Full-time equivalent, prior year-  33.30
(approved during fiscal year 2010 - 33.34)
RURAL TRANSPORTATION
WORK PROGRAM AND EXPENDITURE BUDGET

2011 WORK PROGRAM

BACKGROUND AND PROGRAM SUMMARY
The Federal Transit Administration's Non-Urbanized Transportation program provides the framework for public transportation programs in rural areas. This program is state and federally funded through TxDOT and the ETCOG Aging Department. ETCOG has been providing rural public transportation since 1990. ETCOG's service was provided through a subcontract until September 2007, when ETCOG brought transportation operations in-house. Although historically the transportation program's primary customers have been elderly, persons with disabilities, and low-income residents, increases in gasoline prices and the ailing economy have expanded ridership beyond the traditional rural customer base.

OBJECTIVES
1. Utilize funds strategically to increase public transportation services throughout the region.
2. Working with the East Texas Regional Transportation Coordination Steering Committee, meet with stakeholders and potential customers to facilitate coordination of public transit services.
3. Explore partnerships for seamless travel among intercity bus, Amtrak, local bus systems, and other providers in both the public and private sectors.
4. Establish a RTPO governed by a policy body representing the entire region.

ESSENTIAL WORK TASKS
1. Increase efficiency and effectiveness of transit operations through better utilization of technology, equipment, and people.
2. Work with public and private transportation providers to identify unmet needs.
3. Work with interested cities to develop flex/deviated route services.

PRIMARY PERFORMANCE MEASURES
1. Reduce non-revenue miles and hours by 20%.
2. Increase passengers "Per Revenue Mile" to an average of .12 or better.
3. Increase transit ridership throughout the region by 10%.
4. Reduce cost per passenger to $25.00 or less.
5. Implement a rideshare/carpool program for the entire service area.

2011 EXPENDITURE BUDGET

PERSONNEL
Includes salaries and fringe benefits $1,888,186

TRAVEL
Includes staff and committee travel 15,000

PROFESSIONAL SERVICES
Includes contract services, insurance, and bonding 95,000

COMMUNICATION
Includes public information, meetings, and conferences 43,800

OTHER DIRECT PROGRAM EXPENSES
Includes supplies, copier costs, training, membership dues, space costs (storage and remote facilities) repairs, computer repairs, and direct transportation expenses 843,443

CAPITAL EQUIPMENT
Includes purchases over $5,000 93,600

DIRECT INTERNAL SERVICES
Information Technology 71,377
Facilities 17,053
Human Resource 66,378
Innovation & Efficiency 62,774

SHARED COSTS
413,505

PASS THROUGH EXPENSES
-0-

TOTAL PROGRAM BUDGET
$3,610,116
SELECT NEW INITIATIVES
1. Expand the benefits of the Job Access and Reverse Commute Transit Programs.
2. Establish a preventive maintenance program for all vehicles.
3. Create a Rural Transportation Planning Organization within ETCOG.
4. Benchmark transit operations to align with best practice standards.
5. Brand ETCOG’s public transportation services to provide a positive identity.

HUMAN RESOURCE REQUIREMENT
Full-time equivalent, current year- 66.14
Full-time equivalent, prior year- 33.30
(approved during fiscal year 2010 - 33.34)
## 2011 WORK PROGRAM

### BACKGROUND AND PROGRAM SUMMARY

The American Recovery & Reinvestment Act (ARRA) has already provided $1,320,000.00 in Operations Capital for new vehicles. Presently, seventeen new revenue vehicles are on order. The remaining funds will be used to purchase additional vehicles by January 2011. An additional ARRA Operations Capital request totaling $668,000.00 is presently pending. Of that amount, $396,000.00 will be used to build a secured parking lot at the Kilgore office, and $272,000.00 to paint and brand the transportation vehicles.

Also pending, is an ARRA Administrative Capital grant for the following funds: new computers and monitors for office staff $20,000.00, renovate, furnish and equip the Kilgore building to accommodate the transportation staff $206,000.00.

### OBJECTIVES

1. Lower the average age of our fleet.
2. Improve fleet reliability.
3. Relocate ETCOG staff to Kilgore headquarters.
4. Provide secure parking for ETCOG vehicles.
5. Establish a common brand and identity.
6. Provide better service to customers.

### ESSENTIAL WORK TASKS

1. Monitoring performance and program compliance.
2. Report on use and benefits of the funding.

### PRIMARY PERFORMANCE MEASURES

1. Younger fleet.
2. Improved identity in the region.
3. Increased ridership.

### SELECT NEW INITIATIVES

1. Transportation located in ETCOG headquarters to benefit from synergies with other divisions.
2. Secured central parking for ETCOG vehicles.
3. Expand service as size of fleet grows.

### HUMAN RESOURCE REQUIREMENT

- Full-time equivalent, current year: N/A
- Full-time equivalent, prior year: N/A

## 2011 EXPENDITURE BUDGET

### PERSONNEL

Includes salaries and fringe benefits

### TRAVEL

Includes staff and committee travel

### PROFESSIONAL SERVICES

Includes contract services, insurance, and bonding

### COMMUNICATION

Includes public information, meetings, and conferences

### OTHER DIRECT PROGRAM EXPENSES

Includes supplies, copier costs, training, membership dues, space costs (storage and remote facilities) repairs, computer repairs, and direct transportation expenses

### CAPITAL EQUIPMENT

Includes purchases over $5,000

### DIRECT INTERNAL SERVICES

Information Technology
Facilities

### SHARED COSTS

### PASS THROUGH EXPENSES

### TOTAL PROGRAM BUDGET

$890,095
2011 WORK PROGRAM

BACKGROUND AND PROGRAM SUMMARY

OBJECTIVES

ESSENTIAL WORK TASKS

PRIMARY PERFORMANCE MEASURES

SELECT NEW INITIATIVES

HUMAN RESOURCE REQUIREMENT

2011 EXPENDITURE BUDGET

PERSONNEL $52,549
Includes salaries and fringe benefits

TRAVEL 1,000
Includes staff and committee travel

PROFESSIONAL SERVICES 40,000
Includes contract services, insurance, and bonding

COMMUNICATION -0-
Includes public information, meetings, and conferences

OTHER DIRECT PROGRAM EXPENSES 1,784
Includes supplies, copier costs, training, membership dues, space costs (storage and remote facilities) repairs, computer repairs, and direct transportation expenses

CAPITAL EQUIPMENT -0-
Includes purchases over $5,000

DIRECT INTERNAL SERVICES
Information Technology 2,288
Facilities 547
Human Resources 2,128
Innovation & Efficiency 2,012

SHARED COSTS 11,508

PASS THROUGH EXPENSES -0-

TOTAL PROGRAM BUDGET $113,816
2011 WORK PROGRAM

BACKGROUND AND PROGRAM SUMMARY
Greyhound is a program within the Transportation Division that was initiated in 2006 in the Marshall area. This program is a partnership between ETCOG and Greyhound Bus Lines to assist the elderly, persons with disabilities, and low-income residents of the Marshall area with their transportation needs.

Three local flex bus routes began serving Marshall in early 2009. The three flex bus routes meet at the Marshall Greyhound station at the same time to provide a convenient transfer point for passengers.

OBJECTIVES
To use funds strategically to increase services and ridership in the community.

ESSENTIAL WORK TASKS
Instill Greyhound Marshall as the transfer location among ground transportation providers. An ETCOG Local bus route connects the Greyhound and Amtrak stations.

PRIMARY PERFORMANCE MEASURES
Major reduction in non-revenue miles.

SELECT NEW INITIATIVES
Promote connections with intercity bus operators to provide seamless customer service.

HUMAN RESOURCE REQUIREMENT
N/A

2011 EXPENDITURE BUDGET

PERSONNEL
Includes salaries and fringe benefits

TRAVEL
Includes staff and committee travel

PROFESSIONAL SERVICES
Includes contract services, insurance, and bonding

COMMUNICATION
Includes public information, meetings, and conferences

OTHER DIRECT PROGRAM EXPENSES
Includes supplies, copier costs, training, membership dues, space costs (storage and remote facilities) repairs, computer repairs, and direct transportation expenses

CAPITAL EQUIPMENT
Includes purchases over $5,000

DIRECT INTERNAL SERVICES
Information Technology
Facilities
Human Resource Cost Pool
Innovation & Efficiency Cost Pool

SHARED COSTS

PASS THROUGH EXPENSES

TOTAL PROGRAM BUDGET
$ 17,600
Public Information & Regional Services Division
PUBLIC INFORMATION & REGIONAL SERVICES
REVENUES/ EXPENDITURES
FOR THE YEAR ENDED SEPTEMBER 30, 2011

Total $2,147,290
PUBLIC INFORMATION & REGIONAL SERVICES
EXPENDITURES BY CATEGORY
FOR THE YEAR ENDED SEPTEMBER 30, 2011

Personnel 325,221 15%

Professional 82,973 4%

Direct Internal 75,915 4%

Pass-through 1,484,209 69%

Communication 63,665 3%

Travel 26,364 1%

Shared Costs 71,222 3%

Other Direct Program 11,221 ½%

Capital Equipment 6,500 ½%

Total $2,147,290
## 2011 WORK PROGRAM

### BACKGROUND AND PROGRAM SUMMARY
The Public Information and Regional Services Division consists of nine different programs with six different federal and state agencies providing funding. Such diversity allows the PIRS greater ability to assist the residents of East Texas with a variety of services and programs.

### OBJECTIVES
To provide services to East Texas in the areas of Economic and Community Development, Communication Services, Grant Research and Development, Business Loan Services, Environmental Services, and Housing.

### ESSENTIAL WORK TASKS
1. Continue to expand programs for housing discrimination, affordable housing, renters, and mortgage relief.
2. Assist eligible locations with the collection and analysis of necessary data in order to assist in their access of Texas Community Development Block Grant (TXCDBG) funds.
3. Coordinate the FY 2010 Municipal Solid Waste Grants Request for Proposals (RFP) process.
4. Assist local governments and EDCs with development of EDA Grant Projects.
5. Perform ozone modeling for Northeast Texas.
6. Perform enhanced ambient monitoring.
7. Market loan programs to area lenders and small businesses.
8. Provide administrative and fiscal support for ETRDC Board of Directors.
9. Assist local entities with applications for grants outside of ETCOG’s main grant programs.
10. Continue to update internet and intranet sites to disseminate information to region.
11. Utilize GIS to improve performance of programs.
12. Work with ETCOG members and other organizations to assist and when needed write grants to bring additional funding to East Texas.

### PRIMARY PERFORMANCE MEASURES
1. Assist 150 homeowners with repairs or other construction.
2. Publish four quarterly newsletters and develop an email database for blast communications.
3. Submit final approval of the FY 2010 East Texas Litter Abatement Public Education Campaign COG Managed Project.
4. Complete and submit one EDA grant application for local projects.
5. Conduct the annual Ozone Season Awareness event.

## 2011 EXPENDITURE BUDGET

### PERSONNEL
Includes salaries and fringe benefits

### TRAVEL
Includes staff and committee travel

### PROFESSIONAL SERVICES
Includes contract services, insurance, and bonding

### COMMUNICATION
Includes public information, meetings, and conferences

### OTHER DIRECT PROGRAM EXPENSES
Includes supplies, copier costs, training, membership dues, space costs (storage and remote facilities) repairs, computer repairs, and direct transportation expenses

### CAPITAL EQUIPMENT
Includes purchases over $5,000

### DIRECT INTERNAL SERVICES
- Information Technology: $30,402
- Facilities: $26,400
- Human Resource Cost Pool: $9,823
- Innovation & Efficiency Cost Pool: $9,290

### SHARED COSTS
Total: $71,222

### PASS THROUGH EXPENSES
Total: $1,484,209

### TOTAL PROGRAM BUDGET
Total: $2,147,290
6. Process at least 9 SBA 504 loans through SBA approval.
7. Process at least 1 Chapman Loan Program loans.

**SELECT NEW INITIATIVES**
1. Work in conjunction with the Housing Coordinator to establish affordable housing programs.
2. Increase monitoring and oversight of grants.
4. Revise Comprehensive Economic Development Strategy to include regional marketing for business recruitment.

**HUMAN RESOURCE REQUIREMENT**
Full-time equivalent, current year- 5.47
Full-time equivalent, prior year- 5.13
AIR QUALITY/CLEAN CITIES
WORK PROGRAM AND EXPENDITURE BUDGET

2011 WORK PROGRAM

BACKGROUND AND PROGRAM SUMMARY
Under the technical direction of the Northeast Texas Air Care (NETAC) Group, ETCOG has funded a number of projects that have helped to reduce and develop a better understanding of the causes of ground level ozone in East Texas. Nevertheless, the region must remain committed to maintaining air quality improvements and meeting its obligations under the Clean Air Act. Ozone monitoring data for the region has shown 8-hour ozone readings that approach and sometimes exceed current EPA standards. However, cumulative data shows a downward trend in overall ozone readings for the region. In August 2010, the EPA will announce a new, revised 8-hour ozone standard in the range of 60-70 parts per billion (ppb). The Texas Commission for Environmental Quality (TCEQ) is preparing for State Implementation Plan (SIP) development in response to the new standard and is planning for increased coordination between the Rider 8 areas and the TCEQ. The main goal of NETAC air quality planning for FY 2010-2011 is to assist the TCEQ in SIP development by demonstrating that the region will comply with the ozone standard by the designated attainment date. Attainment of the standard will provide public health benefits and assure that the region can continue to develop and grow without compromising air quality.

OBJECTIVES
1. Provide educational and technical workshops to industries, committees, and local governments.
2. Perform enhanced ambient monitoring.
3. Refine emission inventories for Northeast Texas.
4. Perform ozone modeling for Northeast Texas.
5. The Clean Cities Program will continue to work in conjunction with the Air Quality Program to promote alternative fuels that will assist in the reduction of ozone creating particles thereby improving air quality in East Texas.
6. Complete and submit all required reports to (TCEQ) in a timely manner.
7. Provide staff support to East Texas Clean Cities Coalition.
8. Conduct research and evaluate the cost/ benefit of alternative/clean fuels and other emerging vehicle technologies to help create jobs for East Texas.

ESSENTIAL WORK TASKS
1. Provide staff support to NETAC Organization.
2. Provide Alternative Fuels Data Center / National Renewable Energy Laboratory (AFDC/NREL) updates on Alternative Fuel Vehicle refueling site openings, closings, and status changes (public vs. private, hours, etc) on an on-going basis.

2011 EXPENDITURE BUDGET

PERSONNEL
Includes salaries and fringe benefits $ 84,599

TRAVEL
Includes staff and committee travel 7,100

PROFESSIONAL SERVICES
Includes contract services, insurance, and bonding 42,200

COMMUNICATION
Includes public information, meetings, and conferences 50,209

OTHER DIRECT PROGRAM EXPENSES
Includes supplies, copier costs, training, membership dues, space costs (storage and remote facilities) repairs, computer repairs, and direct transportation expenses 2,527

CAPITAL EQUIPMENT
Includes purchases over $5,000 4,500

DIRECT INTERNAL SERVICES
Information Technology 7,985
Facilities 6,934
Human Resource Cost Pool 2,580
Innovation & Efficiency Cost Pool 2,439

SHARED COSTS
18,527

PASS THROUGH EXPENSES
647,100

TOTAL PROGRAM BUDGET
$ 876,700
3. Respond to period data requests from the Department of Energy for regional market assessment information (alternate fuel use & pricing, local consumer trends, etc).
4. Apprise the Regional Department of Energy Packaging Management Council (DOE PMC) Manager and Coordinator Council members of issues, developments, success stories, etc. via monthly regional conference calls, webcasts, emails, etc.

**PRIMARY PERFORMANCE MEASURES**
1. Complete the 2011 Clean Cities Annual Survey.
2. Organize / host stakeholder meetings, workshops, and events. Prepare meeting agendas, minutes, and packets for members, and requesting speakers.
3. Prepare biannual invoice report to the DOE subcontractor RDS.
4. Conduct the annual Ozone Season Awareness Event.
5. Prepare and submit monthly progress reports to the TCEQ.
6. Conduct Annual Public Education and Media Outreach campaign for air quality efforts.
9. Update emission inventory data for use in ozone modeling and emission inventory documentation.
10. Update regional Ozone Model.

**SELECT NEW INITIATIVES**
Continue to work with NETAC to assess ways of reducing ozone pollution below the new Revised 2008 Ozone Standard to be established by the EPA between 60 and 70 ppb.

**HUMAN RESOURCE REQUIREMENT**
Full-time equivalent, current year- 1.19
Full-time equivalent, prior year- 1.54
SOLID WASTE
WORK PROGRAM AND EXPENDITURE BUDGET

2011 WORK PROGRAM

BACKGROUND AND PROGRAM SUMMARY
In accordance with Section 361.014 of the Texas Health and Safety Code, grants are awarded to regional and local governments for municipal solid waste (MSW) management projects through the state's Regional Solid Waste Grants Program. The Texas Commission on Environmental Quality (TCEQ) is directed by the Legislature to dedicate one-half of the revenue generated by state fees on MSW disposed of at landfills to grants for regional and local MSW projects.

OBJECTIVES
To provide the resources necessary to carry out a variety of TCEQ-funded solid waste reduction and management programs and projects under contracts with local entities.

ESSENTIAL WORK TASKS
1. Provide staff support to the Solid Waste Advisory Committee (SWAC).
2. Coordinate the FY 2011 Municipal Solid Waste Grants Request for Proposals (RFPs) process.
3. Assist applicants with the FY 2011 solid waste program grant application.
4. Coordinate the public education programs for the East Texas Anti-Dumping Campaign and the 1-800-A-Dumper hotline.
5. Provide educational and technical workshops to committees, local governments, and industries.
6. Complete the development of the FY 2010-2011 Regional Solid Waste Grant application.
7. Facilitate the development of the FY 2010-2011 Regional Solid Waste Grants Program Funding Plan.
8. Complete and submit all required reports to the TCEQ in a timely manner.
9. Conduct training activities with local agencies in the region.
10. Monitor and provide oversight of grants to ensure compliance with established rules and regulations.
11. Attend environmental conferences for solid waste and air quality.
12. Coordinate and staff SWAC meetings by preparing agenda and distributing meeting packets.

PRIMARY PERFORMANCE MEASURES
2. Conduct pre-application workshop for grant applicants.
3. Obtain final approval of the FY 2011 East Texas Litter Abatement Public Education Campaign COG Managed Project.
4. Increase training activities by 25%.

2011 EXPENDITURE BUDGET

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>AMOUNT</th>
</tr>
</thead>
<tbody>
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<td>COMMUNICATION</td>
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<td>OTHER DIRECT PROGRAM EXPENSES</td>
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<tr>
<td>CAPITAL EQUIPMENT</td>
<td>1,000</td>
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<td>Includes purchases over $5,000</td>
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<tr>
<td>DIRECT INTERNAL SERVICES</td>
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<tr>
<td>Information Technology</td>
<td>6,358</td>
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<tr>
<td>Facilities</td>
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<td>Human Resource Cost Pool</td>
<td>2,054</td>
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<tr>
<td>Innovation &amp; Efficiency Cost Pool</td>
<td>1,943</td>
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<tr>
<td>SHARED COSTS</td>
<td>14,757</td>
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<td>PASS THROUGH EXPENSES</td>
<td>259,242</td>
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<td>TOTAL PROGRAM BUDGET</td>
<td>$374,070</td>
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</table>
SOLID WASTE
WORK PROGRAM AND EXPENDITURE BUDGET

5. Achieve 100% monitoring and grant oversight for approved grants.
7. Receive approval of Executive Committee and the TCEQ of SWAC scoring recommendations.
9. Submit the Semi-Annual Report (SAR) to the TCEQ.
10. Obtain final approval of the FY 2010-2011 Regional Solid Waste Grants Funding Plan.

SELECT NEW INITIATIVES
1. Continue to implement web distribution of grant applications to reduce paper consumption and postage costs.
2. Work with Gleinser Computer Services (GCS) to consider web submission of grant applications.

HUMAN RESOURCE REQUIREMENT
Full-time equivalent, current year- .91
Full-time equivalent, prior year- .98

Continued
## TDHCA DISASTER ASSISTANCE
### WORK PROGRAM AND EXPENDITURE BUDGET

### 2011 WORK PROGRAM

#### BACKGROUND AND PROGRAM SUMMARY
The Texas Department of Housing and Community Affairs has awarded ETCOG funding for five counties within the ETCOG service area to provide housing activities related to the Community Development Block Grant (CDBG) Disaster Recovery Program to address the effects of Hurricane Ike. This funding includes administrative oversight of the program.

#### OBJECTIVES
To provide rehabilitation and/or reconstruction assistance to homeowners with low to moderate incomes within five of the 14 counties in the ETCOG region declared a disaster county by the Federal Emergency Management Agency (FEMA).

#### ESSENTIAL WORK TASKS
1. Establish process to score applications for assistance.
2. Contract a program case manager to assist with the disaster home repair initiative.
3. Work with counties and cities to publicize the availability of this funding.
4. Procure General Contractors to perform rehabilitation and/or reconstruction services.

#### PRIMARY PERFORMANCE MEASURES
1. Assist 5 homeowners with rehabilitation and/or reconstruction.
2. Construction complete within 120 days from the date the Notice to Proceed is issued.
3. Following up with clients to insure satisfaction with the program.

#### SELECT NEW INITIATIVES
This is a one-time program, so by the nature of the grant it is a new initiative.

#### HUMAN RESOURCE REQUIREMENT
- Full-time equivalent, current year - .50
- Full-time equivalent, prior year - .41

### 2011 EXPENDITURE BUDGET

<table>
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<th>Category</th>
<th>Amount</th>
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</thead>
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<td><strong>TRAVEL</strong></td>
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<td>Includes staff and committee travel</td>
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<td><strong>PROFESSIONAL SERVICES</strong></td>
<td>9,025</td>
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<td>Includes contract services, insurance, and bonding</td>
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<td><strong>COMMUNICATION</strong></td>
<td>3,000</td>
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<td>Includes public information, meetings, and conferences</td>
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<tr>
<td><strong>OTHER DIRECT PROGRAM EXPENSES</strong></td>
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<td>Includes supplies, copier costs, training, membership dues, space costs (storage and remote facilities) repairs, computer repairs, and direct transportation expenses</td>
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<tr>
<td><strong>CAPITAL EQUIPMENT</strong></td>
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<tr>
<td>Includes purchases over $5,000</td>
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<tr>
<td><strong>DIRECT INTERNAL SERVICES</strong></td>
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<tr>
<td>Information Technology</td>
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<td>Facilities</td>
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<td>Human Resource Cost Pool</td>
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<td>Innovation &amp; Efficiency Cost Pool</td>
<td>624</td>
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<tr>
<td><strong>SHARED COSTS</strong></td>
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<td><strong>PASS THROUGH EXPENSES</strong></td>
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<td><strong>TOTAL PROGRAM BUDGET</strong></td>
<td>$398,616</td>
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TDHCA HTF BARRIER REMOVAL
WORK PROGRAM AND EXPENDITURE BUDGET

2011 WORK PROGRAM

BACKGROUND AND PROGRAM SUMMARY
The Texas Department of Housing and Community Affairs has awarded ETCOG funding for accessibility modifications in a four-county area in ETCOG. This funding includes administrative oversight of the program.

OBJECTIVES
Housing East Texas seeks to provide accessibility modifications to homeowners in four of the 14 counties in the ETCOG region to allow greater independence and mobility.

ESSENTIAL WORK TASKS
1. Establish process to score applications for assistance.
2. Work with community partners to publicize the availability of this funding.
3. Identify contractors qualified to perform modifications in accordance with ADA Guidelines.

PRIMARY PERFORMANCE MEASURES
1. Assist 15 homeowners with repairs.
2. Achieve quick turnaround once the client list is approved.

SELECT NEW INITIATIVES
This is a new program at the state level, so by the nature of the grant it is imperative to meet the benchmarks to prove the need for and success of this new state initiative.

HUMAN RESOURCE REQUIREMENT
Full-time equivalent, current year - .4
Full-time equivalent, prior year - N/A

2011 EXPENDITURE BUDGET

PERSONNEL $16,634
Includes salaries and fringe benefits

TRAVEL -0-
Includes staff and committee travel

PROFESSIONAL SERVICES 973
Includes contract services, insurance, and bonding

COMMUNICATION -0-
Includes public information, meetings, and conferences

OTHER DIRECT PROGRAM EXPENSES -0-
Includes supplies, copier costs, training, membership dues, space costs (storage and remote facilities) repairs, computer repairs, and direct transportation expenses

CAPITAL EQUIPMENT -0-
Includes purchases over $5,000

DIRECT INTERNAL SERVICES
Information Technology 1,502
Facilities 1,304
Human Resource Cost Pool 485
Innovation & Efficiency Cost Pool 459

SHARED COSTS 3,643

PASS THROUGH EXPENSES 225,000

TOTAL PROGRAM BUDGET $250,000

East Texas Council of Governments
Fiscal Year 2011 Budget
### 2011 WORK PROGRAM

#### BACKGROUND AND PROGRAM SUMMARY

The Economic Development Administration (EDA) was established under the Public Works and Economic Development Act of 1965 (42 U.S.C. § 3121), as amended, to generate jobs, help retain existing jobs, and stimulate industrial and commercial growth in economically distressed areas of the United States. EDA assistance is available to rural and urban areas of the Nation experiencing high unemployment, low income, or other severe economic distress.

In fulfilling its mission, EDA is guided by the basic principle that distressed communities must be empowered to develop and implement their own economic development and revitalization strategies. Based on locally and regionally developed priorities, EDA works in partnership with state and local governments, regional economic development districts, public and private nonprofit organizations, and Indian tribes. EDA helps distressed communities address problems associated with long-term economic issues, as well as sudden and severe economic dislocations including recovering from the economic impacts of natural disasters, the closure of military installations and other Federal facilities, changing trade patterns, and the depletion of natural resources.

The East Texas Economic Development District was formed in 1993 of the seven counties that were not included in the Northeast Texas Economic Development District (NETEDD). In 2005, Wood County was added increasing the District to eight counties and then in 2010 Gregg, Upshur, Harrison and Panola Counties were added which increased the district to twelve counties. The goal of the ETEDD is to promote economic development throughout the district, to assist cities with applying for EDA funding, and to seek additional sources of funding for various projects not eligible under EDA guidelines.

#### OBJECTIVES

To plan and implement local and regional economic development projects and programs designed to create or retain jobs in the East Texas Economic Development District.

#### ESSENTIAL WORK TASKS

1. Update and maintain the Comprehensive Economic Development Strategy (CEDS) every 5 years (next update 2010).
3. Compile employment data and funding sources as a result of CEDS work plan.

### 2011 EXPENDITURE BUDGET

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
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</tr>
<tr>
<td><strong>OTHER DIRECT PROGRAM EXPENSES</strong></td>
<td>4,504</td>
</tr>
<tr>
<td>Includes supplies, copier costs, training, membership dues, space costs (storage and remote facilities) repairs, computer repairs, and direct transportation expenses</td>
<td></td>
</tr>
<tr>
<td><strong>CAPITAL EQUIPMENT</strong></td>
<td>1,000</td>
</tr>
<tr>
<td>Includes purchases over $5,000</td>
<td></td>
</tr>
<tr>
<td><strong>DIRECT INTERNAL SERVICES</strong></td>
<td>4,685</td>
</tr>
<tr>
<td>Information Technology</td>
<td></td>
</tr>
<tr>
<td>Facilities</td>
<td>4,068</td>
</tr>
<tr>
<td>Human Resource Cost Pool</td>
<td>1,514</td>
</tr>
<tr>
<td>Innovation &amp; Efficiency Cost Pool</td>
<td>1,432</td>
</tr>
<tr>
<td><strong>SHARED COSTS</strong></td>
<td>10,897</td>
</tr>
<tr>
<td><strong>PASS THROUGH EXPENSES</strong></td>
<td>-0-</td>
</tr>
<tr>
<td><strong>TOTAL PROGRAM BUDGET</strong></td>
<td>$ 93,333</td>
</tr>
</tbody>
</table>
4. Provide administrative support for the ETEDD Board of Directors.
6. Assist local governments and EDCs with development of EDA Grant Projects.
7. Participate in and support Northeast Texas Economic Developer’s Roundtable.
8. Participate in and support regional initiatives dedicated to economic development.
9. Complete and submit all required reports to EDA including the final EDA and job report.
10. Apply for EDA funding for the new fiscal year.
11. Create plan to market East Texas throughout the nation.

**PRIMARY PERFORMANCE MEASURES**

1. Submit updated CEDS work plan in June annually.
2. Conduct a minimum of four ETEDD Board of Directors Meetings.
3. Sponsor or participate in (not just attend) 1 workshop on economic development issues.
4. Participate in NETEDR meetings and industry tours.
5. Provide technical assistance to ten cities within ETEDD.
6. Assist with grant applications for local projects as needed.

**SELECT NEW INITIATIVES**

1. Work with Camp and Marion counties to align them with the ETEDD in the future.
2. Revise Comprehensive Economic Development Strategy to include regional marketing for business recruitment.

**HUMAN RESOURCE REQUIREMENT**

Full-time equivalent, current year - .86
Full-time equivalent, prior year - .83
STATE PLANNING
WORK PROGRAM AND EXPENDITURE BUDGET

2011 WORK PROGRAM

BACKGROUND AND PROGRAM SUMMARY
The State Planning Assistance Grant had long been a funding source for Councils of Government in the State of Texas since the inception of the COGs. In 2005, the program was cut from the Governor’s budget and ETCOG lost an important source of revenue. In 2007, Governor Rick Perry re-established the grant and ETCOG received funding in 2008. As part of this program the Texas Councils of Government in association with Texas Association of Regional Councils decided to utilize the funds in order to maximize the return on investment. In order to maximize the return for East Texas, the ETCOG chose to create a housing position that would allow it to leverage additional funding. To date ETCOG has received an additional $1,000,000 for home repairs which can be directly attributed to the $71,000 investment made by the State through the SPAG grant. In FY 2011 it is expected that ETCOG will receive $69,620.

OBJECTIVES
Housing East Texas seeks to provide assistance to underprivileged homeowners throughout the 14 county ETCOG region. Special focus is given to those aged 60 and over and the disabled by providing home repairs, affordable housing, and homebuyer education.

ESSENTIAL WORK TASKS
1. Establish process to immediately prioritize calls for assistance.
2. Seek additional sources of revenue and grant income.
3. Establish programs for affordable housing, housing discrimination, renters, and mortgage relief.
4. Survey Commissioners and Judges to determine additional housing needs.

PRIMARY PERFORMANCE MEASURES
1. Assist 150 homeowners with repairs.
2. Achieve one week turnaround for grab bar installation.
3. Achieve two week turnaround for wheel chair ramp installation.
4. Achieve one month turnaround for other Americans with Disabilities Act modifications.
5. Achieve one month turnaround for general home repairs.
6. Achieve three month turnaround for outsourced contractors.

2011 EXPENDITURE BUDGET

PERSONNEL
Includes salaries and fringe benefits

TRAVEL
Includes staff and committee travel

PROFESSIONAL SERVICES
Includes contract services, insurance, and bonding

COMMUNICATION
Includes public information, meetings, and conferences

OTHER DIRECT PROGRAM EXPENSES
Includes supplies, copier costs, training, membership dues, space costs (storage and remote facilities) repairs, computer repairs, and direct transportation expenses

CAPITAL EQUIPMENT
Includes purchases over $5,000

DIRECT INTERNAL SERVICES
Information Technology
Facilities
Human Resource Cost Pool
Innovation & Efficiency Cost Pool

SHARED COSTS

PASS THROUGH EXPENSES

TOTAL PROGRAM BUDGET
$ 69,620
SELECT NEW INITIATIVES
1. Establish 501c3 organization in order to establish Home Administration Program.
2. Seek partner to establish Individual Development Account program.
3. Build 502 loan program for homeowners.

HUMAN RESOURCE REQUIREMENT
Full-time equivalent, current year- .85  
Full-time equivalent, prior year- .80
TEXAS COMMUNITY DEVELOPMENT BLOCK GRANT
WORK PROGRAM AND EXPENDITURE BUDGET

2011 WORK PROGRAM

BACKGROUND AND PROGRAM SUMMARY
The main objective of The Texas Community Development Block Grant (TXCDBG) program is to provide technical assistance in the area of Community Development and provide staff support to the Regional Review Committee for scoring TXCDBG Grant applications. The program is administered by the Texas Department of Rural Affairs (TDRA). ETCOG provides staff support to the East Texas Regional Review Committee (RRC) who makes recommendations to the state regarding which applications should be funded. The RRC members are selected by the Governor’s Office. In 2008, ETCOG staff along with the East Texas RRC revised its scoring criteria to meet the new objective scoring requirements. While no longer scoring specific applications, the RRC still maintains control over the program by establishing the number of points available for each category. In 2010, the RRC chose to continue with the objective scoring criteria for the next funding cycle.

OBJECTIVES
To provide staff support to the East Texas Regional Review Committee and to provide technical support to communities and local government officials regarding the TXCDBG program and affordable housing.

ESSENTIAL WORK TASKS
1. Assist eligible localities with the collection and analysis of necessary data in order to assist in their access of Texas Community Development Program funds.
2. Facilitate participation among localities in TXCDBG meetings and hearings, and provide information on TXCDBG requirements.
3. Conduct activities to further fair housing within the region.
4. Complete and submit grant applications for local projects as needed and quarterly TDRA reports.

PRIMARY PERFORMANCE MEASURES
1. Provide technical assistance to four cities per quarter.
2. Attend at least two rural development workshops.
3. Obtain approval of fair housing proclamation by ETCOG Executive Committee and publication of proclamation in local newspapers as well as ETCOG newsletter.

SELECT NEW INITIATIVES
Work in conjunction with the Housing Coordinator to establish an affordable housing program.

HUMAN RESOURCE REQUIREMENT
Full-time equivalent, current year- .14
Full-time equivalent, prior year- .16

2011 EXPENDITURE BUDGET

PERSONNEL
Includes salaries and fringe benefits

TRAVEL
Includes staff and committee travel

PROFESSIONAL SERVICES
Includes contract services, insurance, and bonding

COMMUNICATION
Includes public information, meetings, and conferences

OTHER DIRECT PROGRAM EXPENSES
Includes supplies, copier costs, training, membership dues, space costs (storage and remote facilities) repairs, computer repairs, and direct transportation expenses

CAPITAL EQUIPMENT
Includes purchases over $5,000

DIRECT INTERNAL SERVICES
Information Technology 796
Facilities 691
Human Resource Cost Pool 257
Innovation & Efficiency Cost Pool 243

SHARED COSTS

PASS THROUGH EXPENSES

TOTAL PROGRAM BUDGET
$ 14,538
# ETRDC & Chapman Loan Program
## Work Program and Expenditure Budget

### 2011 Work Program

#### Background and Program Summary
Since 1983, the East Texas Regional Development Company (ETRDC) has provided small businesses in Texas with the financing they needed to expand or even start their business. The East Texas Regional Development Company is a private, non-profit, organization formed for the purpose of assisting small businesses and licensed by the U.S. Small Business Administration (SBA). The ETRDC has helped many Texas business owners achieve long term financing for all of their business needs. The Chapman Loan Program (CLP) is designed to provide long term financing to East Texas Businesses in a 14 county area. Loan proceeds can be used for a variety of purposes including inventory and working capital. Proceeds can also be used to help with equity injections.

#### Objectives
To provide staffing and administrative support to the East Texas Regional Development Company (ETRDC) in order to provide small businesses throughout the State of Texas with fixed rate, long term financing, for needs ranging from fixed assets to working capital.

#### Essential Work Tasks
1. Maintain business plan for the ETRDC.
2. Market loan programs to area lenders and small business.
3. Coordinate efforts with Kilgore College, Northeast Texas Community College and Angelina College Small Business Development Center’s (SBDC’s) to educate local lenders.
4. Compile and maintain list of area lenders and small businesses for marketing efforts.
5. Provide administrative and fiscal support for ETRDC Board of Directors.
7. Participate actively in the National Association of Development Companies (NADCO) and attend the annual conference.
8. Complete and submit Annual Report to the SBA and Board of Directors.

#### Primary Performance Measures
1. Process at least 9 SBA 504 loans through SBA approval.
2. Close at least 80% of the loans through SBA approval.
3. Process at least 1 Chapman Loan Program loan.
4. Close all Chapman Loan Program loan.
5. Conduct a minimum of three lender trainings.

### 2011 Expenditure Budget

<table>
<thead>
<tr>
<th>Category</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Personnel</strong></td>
<td>29,709</td>
</tr>
<tr>
<td>Includes salaries and fringe benefits</td>
<td></td>
</tr>
<tr>
<td><strong>Travel</strong></td>
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</tr>
<tr>
<td>Includes staff and committee travel</td>
<td></td>
</tr>
<tr>
<td><strong>Professional Services</strong></td>
<td>22,600</td>
</tr>
<tr>
<td>Includes contract services, insurance, and bonding</td>
<td></td>
</tr>
<tr>
<td><strong>Communication</strong></td>
<td>-0-</td>
</tr>
<tr>
<td>Includes public information, meetings, and conferences</td>
<td></td>
</tr>
<tr>
<td><strong>Other Direct Program Expenses</strong></td>
<td>2,165</td>
</tr>
<tr>
<td>Includes supplies, copier costs, training, membership dues, space costs (storage and remote facilities) repairs, computer repairs, and direct transportation expenses</td>
<td></td>
</tr>
<tr>
<td><strong>Capital Equipment</strong></td>
<td>-0-</td>
</tr>
<tr>
<td>Includes purchases over $5,000</td>
<td></td>
</tr>
<tr>
<td><strong>Direct Internal Services</strong></td>
<td>2,736</td>
</tr>
<tr>
<td>Information Technology</td>
<td></td>
</tr>
<tr>
<td>Facilities</td>
<td>2,376</td>
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<tr>
<td>Human Resource Cost Pool</td>
<td>884</td>
</tr>
<tr>
<td>Innovation &amp; Efficiency Cost Pool</td>
<td>836</td>
</tr>
<tr>
<td><strong>Shared Costs</strong></td>
<td>6,506</td>
</tr>
<tr>
<td><strong>Pass Through Expenses</strong></td>
<td>-0-</td>
</tr>
<tr>
<td><strong>Total Program Budget</strong></td>
<td>$70,412</td>
</tr>
</tbody>
</table>

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**East Texas Council of Governments**  
Fiscal Year 2011 Budget
ETRDC & CHAPMAN LOAN PROGRAM
WORK PROGRAM AND EXPENDITURE BUDGET

6. Provide technical assistance in the area of Small Business Lending to at least five EDCs.

SELECT NEW INITIATIVES
1. Participate in NTAGGL events.
2. Update business and marketing plan for the operation of the company.

HUMAN RESOURCE REQUIREMENT
Full-time equivalent, current year- .62
Full-time equivalent, prior year- .41

Continued
Section IV

Direct Internal Services
The East Texas Council of Governments (ETCOG) has developed an internal services allocation plan under the guidelines of OMB A-87, whereby costs of the following services can be charged to the various programs on a reasonable and consistent basis.

**Facilities**

- Costs $220,000
- The costs of facilities include the interest and depreciation from the building purchase that ETCOG currently occupies. Other costs include the utilities, maintenance, repairs and improvements of the ETCOG facilities. These costs are allocated to the specific grants based on cost per square foot and direct charged salaries.

**Information Technology**

- Costs $297,000
- The costs included in the Information Technology cost pool include computer support related services, web support services, software upgrades and automation, equipment and depreciation. The method of allocation is based on computer drops per employee.

**Human Resources**

- Costs $152,885
- The human resources division administers all ETCOG personnel management policies, procedures and fringe benefits. Costs related to the Human Resource division will be allocated monthly to each department based on direct chargeable salaries for each program.

**Innovation & Efficiency**

- Costs $144,584
- The Innovation & Efficiency division administers the procurement of purchases for all ETCOG activities. This Division is working on creating a system for customer relations services provided to ETCOG customers. Strategically, this will position ETCOG to reduce costs and streamline activities for our region. Costs related to the Innovation & Efficiency division will be allocated monthly to each department based on direct chargeable salaries for each program.
## EAST TEXAS COUNCIL OF GOVERNMENTS
### SHARED ALLOCATION OF FACILITIES COSTS
#### FISCAL YEAR 2010-2011

<table>
<thead>
<tr>
<th>Department</th>
<th>Direct Occupied Space</th>
<th>Allocated Common Areas</th>
<th>Total Space</th>
<th>Percent of Total Space</th>
<th>Allocation of Space Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Common Areas (Halls, Restrooms, Conf. Area, etc.)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Budgeted Space Costs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>220,000.00</td>
</tr>
<tr>
<td>Shared Costs (Executive Director, Finance, Personnel)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human Resource Internal Svc Fund</td>
<td>1,513.53</td>
<td>957.24</td>
<td>2,470.77</td>
<td>17 %</td>
<td>37,400.00</td>
</tr>
<tr>
<td>Innovation &amp; Eff Internal Svc Fund</td>
<td>195.39</td>
<td>123.57</td>
<td>318.96</td>
<td>2 %</td>
<td>4,400.00</td>
</tr>
<tr>
<td>911 Department</td>
<td>1,288.08</td>
<td>814.65</td>
<td>2,102.73</td>
<td>15 %</td>
<td>33,000.00</td>
</tr>
<tr>
<td>CJD, RJD, PT &amp; Homeland Sec.</td>
<td>301.67</td>
<td>190.79</td>
<td>492.46</td>
<td>3 %</td>
<td>6,600.00</td>
</tr>
<tr>
<td>Workforce Programs</td>
<td>2,951.67</td>
<td>1,866.80</td>
<td>4,818.47</td>
<td>34 %</td>
<td>74,800.00</td>
</tr>
<tr>
<td>Transportation</td>
<td>680.83</td>
<td>430.59</td>
<td>1,111.42</td>
<td>8 %</td>
<td>17,600.00</td>
</tr>
<tr>
<td>Public Info. &amp; Regional Services</td>
<td>1,060.99</td>
<td>671.03</td>
<td>1,732.02</td>
<td>12 %</td>
<td>26,400.00</td>
</tr>
<tr>
<td>Aging Programs</td>
<td>584.27</td>
<td>369.53</td>
<td>953.80</td>
<td>7 %</td>
<td>15,400.00</td>
</tr>
<tr>
<td><strong>Total Direct Occupied Space</strong></td>
<td><strong>8,756.91</strong></td>
<td><strong>5,538.34</strong></td>
<td><strong>14,295.25</strong></td>
<td><strong>100 %</strong></td>
<td><strong>220,000.00</strong></td>
</tr>
</tbody>
</table>
2011 WORK PROGRAM

BACKGROUND AND PROGRAM SUMMARY
Since 2009, ETCOG has become a more efficient and effective organization as result of our procurement for a credentialed Information and Communication Technology (ICT) provider. The provider will work with the Director of Innovation and Efficiency and the Assistant Director of Transportation to ensure the contractor excels in the following areas:

1. Recommendations for hardware specifications, upgrades, maintenance, and network support that ensure the highest state of readiness of the PC base and Local Area Network, achieve the quickest possible return to service of equipment and systems, ensure the best plan for the recovery of data and hardware in the event of disaster, and plan and prepares for the system growth of ETCOG.

2. Continue to upgrade and enhance ETCOG’s technology platform/foundation and daily business use and application. ICT contractor will maintain the Frequently Asked Question page on the ETCOG Intranet and include instructions on common mistakes or existing conflicts within the system that can be easily corrected. The ICT contractor is required to make ETCOG a more efficient and effective organization, the contractor must:

   a. coordinate the use of the existing property, unless an upgrade is needed to enhance the system above the current technology level to maintain a forward movement in technology standards for ETCOG support enhancements to the East Texas region, specifically ETCOG Member Governments.

   b. Address the remaining functions determined by ETCOG needed for ICT improvement. Including, but not limited to printer analysis, and Remote Access for ETCOG staff to the ETCOG Main Frame.

   c. Support ETCOG staff in the research, development, procurement, and transition plan to a centralized and secure phone and data system for the East Texas region and to assist in implementation of a document management system.

This year the ICT contractor will perform hardware maintenance and support. At the conclusion of the year ETCOG will determine if the contractor "continues to make ETCOG a more efficient and effective organization.", which meets the criteria to contract for an additional year.

2011 EXPENDITURE BUDGET

| PERSONNEL | $ -0- |
| TRAVEL | -0- |
| PROFESSIONAL SERVICES | -0- |
| COMMUNICATION | -0- |
| OTHER DIRECT PROGRAM EXPENSES | -0- |
| CAPITAL EQUIPMENT | -0- |
| DIRECT INTERNAL SERVICES | |
| Information Technology | 297,000 |
| Facilities | -0- |
| Human Resource Cost Pool | -0- |
| Innovation & Efficiency Cost Pool | -0- |
| TOTAL PROGRAM BUDGET | $ 297,000 |

METHOD OF ALLOCATION- COMPUTER DROPS

| Workforce | 84,189 |
| Area Agency on Aging | 54,957 |
| 911 Emergency Services | 39,756 |
| Transportation | 73,665 |
| Homeland, PT, CJD, RJQ | 14,032 |
| Regional Services & Public Info | 28,436 |
| East Texas Regional Development (ETRDC) | 1,965 |
| TOTAL ALLOCATION | $ 297,000 |
OBJECTIVES
To provide and network support, and upgrade the existing technology platform in order to make ETCOG a more efficient and effective organization. This includes the continued collection of data and analysis of the feasibility of centralization of all data and phone systems within the administrative responsibility of ETCOG.

ESSENTIAL WORK TASKS
1. Maintain the operating systems and security software on the networks.
2. Install computer hardware and software, as approved.
3. Develop and implement specific software solutions for ETCOG programs and projects.
4. Develop and implement maintenance schedule for all servers and computers. This plan must include laptops and a timeline for annual completion. This will be utilized as a performance measure to document satisfactory performance under the terms of their contract.
5. Troubleshoot and provide support for servers, personal computers, printers, and laptops.
6. Performance of maintenance and updates as required.

PRIMARY PERFORMANCE MEASURES
1. The cost savings to ETCOG as a result of the upgrading of the technology foundation and automation functions.
2. The time savings to ETCOG employees as a result of the technology foundation and automation functions.

SELECT NEW INITIATIVES
ETCOG will continue to contract for professional management of information and communication technology systems, while assessing the services available through member governments and an analysis of the feasibility of providing these services in-house though a combined effort of resources is finalized. This effort is needed to reduce costs to the region, redistribute saved funds within in East Texas to meet the Strategic goal of ETCOG.

HUMAN RESOURCE REQUIREMENT
N/A
EAEST TEXAS COUNCIL OF GOVERNMENTS
INNOVATION & EFFICIENCY WORK PROGRAM BUDGET

2011 WORK PROGRAM

BACKGROUND AND PROGRAM SUMMARY
Innovation and Efficiency is responsible for providing internal efficiencies, customer relations, facilities maintenance and redesign, and providing identified and/or requested services to external customers (potential dues paying members, employers, economic development, foundations, for-profits) of the East Texas Council of Governments.

OBJECTIVES
1. Review internal processes and procedures for efficiencies by working with all programs and divisions to maximize the integration of available funding and services.
2. Assist in the expansion of the developing customer relations program to a level that provides exceptional customer service. Ensure effective communication with customers (internal and external) by providing an environment which promote and empowers the creative abilities of staff, the byproduct being proactive solutions for customers. Coordinate efforts for efficiently outreaching customers. Work with the Communications Manager to build a comprehensive relationship and partnership effort throughout East Texas to maximize services provided by all partnering entities.
3. Review and centralize internal procedures to maximize efficiencies, eliminate redundancies, and create a process which can be marketed as a product to local entities. Expanding services to external customers.
4. Research, implement, and enforce a plan for effective facilities management and redesign.

ESSENTIAL WORK TASKS
1. Collect, analyze, and interpret data necessary for the development of a process to assist and ensure integration of programs and funds administered by the East Texas Council of Governments to maximize use of dollars and enhance services provided.
2. Continue to facilitate the collection of data and establish efficiency benchmarks for ETCOG that will be useful to the future of ETCOG.
3. Identify existing resources of in-house staff to establish and market Cooperative Purchasing services for member governments.
4. Develop mechanism to ensure customer satisfaction by provision of consistent and timely information concerning available programs in East Texas.
5. Maintain customer relations with State and Federal agency officials and current knowledge of their program requirements.
6. Review and redesign internal processes for efficiencies and cost savings.

2011 EXPENDITURE BUDGET

PERSONNEL
Salaries $66,966
Hospitalization 10,448
Pension 10,548
Fringe Benefits 13,666
TOTAL SALARIES & BENEFITS $101,628

OTHER INNOVATION & EFFICIENCY EXPENSES
Staff Travel 13,000
Communications 1,300
Registration & Training 2,000
Space Costs 4,400
Capital Equipment -0-
Shared Costs 22,256
TOTAL OTHER I&E EXPENSES 42,956

GRAND TOTAL I&E EXPENSES 144,584

CALCULATION OF I&E RATE
Total Innovation & Efficiency Expenses 144,584
Total Direct Chargeable Salaries 3,306,942
INNOVATION & EFFICIENCY RATE 4.372%
PRIMARY PERFORMANCE MEASURES
Efficiencies and cost savings through internal processes.

SELECT NEW INITIATIVES
1. Define, document and implement the Purchasing Cooperative Manager function within ETCOG.
2. Examine the efficiency and savings created by expanding the Facilities/Custodial position into a Facilities Manager.

HUMAN RESOURCE REQUIREMENT
Full-time equivalent, current year - 1.50
Full-time equivalent, prior year - 1.50
EAST TEXAS COUNCIL OF GOVERNMENTS  
HUMAN RESOURCES MANAGEMENT EXPENDITURE BUDGET  

### 2011 WORK PROGRAM

#### BACKGROUND AND PROGRAM SUMMARY
The Human Resource Department was established to provide a centralized and uniform process for attracting and retaining quality high caliber employees for the programs governed by ETCOG. The responsibilities include identifying and responding to the changing needs of employees and to ensure a continued customer service based working environment.

#### OBJECTIVES
To provide a full range of Human Resource management skills necessary to administer ETCOG policies, procedures, employee benefits, and to maintain a positive and productive working atmosphere for all employees.

#### ESSENTIAL WORK TASKS
1. Maintain and administer ETCOG personnel polices and procedures.
2. Maintain ETCOG personnel records and files.
3. Administer ETCOG employee benefit plan programs.
4. Review employee timesheets for accuracy.
5. Identify new policies, procedures, and benefits to promote growth of professionalism in the organization and increase retention.
6. Assure ETCOG compliance with State and Federal regulations.
7. Coordinate recruitment efforts for all employment vacancies.
8. Maintain payroll system.

#### PRIMARY PERFORMANCE MEASURES
1. Increase retention rate of current employees to 95%.
2. Fill vacancies within 30 days of notice.

#### SELECT NEW INITIATIVES
1. Work with Brinson Benefits to research and develop a vacation and sick leave policy that rewards tenure and is a combined benefit to both the employee and ETCOG.
2. Develop and implement new employee job description and evaluation system based on best practice guidance provide by Brinson Benefit’s Human Resources Strategists
3. Develop a team to research and begin implementation process for an innovative and efficient electronic employee time system to eliminate the need for paper timesheets.
4. Continue various team building activities for employees.

#### HUMAN RESOURCE REQUIREMENT
Full-time equivalent, current year- 1.75
Full-time equivalent, prior year- 1.75

### 2011 EXPENDITURE BUDGET

#### PERSONNEL
<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>$76,606</td>
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<tr>
<td>Hospitalization</td>
<td>11,228</td>
</tr>
<tr>
<td>Pension</td>
<td>11,840</td>
</tr>
<tr>
<td>Fringe Benefits</td>
<td>15,634</td>
</tr>
<tr>
<td><strong>TOTAL SALARIES &amp; BENEFITS</strong></td>
<td><strong>$115,308</strong></td>
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#### OTHER HR EXPENSES
<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Staff Travel</td>
<td>$3,000</td>
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<tr>
<td>Communications</td>
<td>1,400</td>
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<tr>
<td>Registration &amp; Training</td>
<td>500</td>
</tr>
<tr>
<td>Membership Dues</td>
<td>25</td>
</tr>
<tr>
<td>Capital Equipment</td>
<td>3,000</td>
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<tr>
<td>Facilities</td>
<td>4,000</td>
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<tr>
<td>Shared Costs</td>
<td>25,252</td>
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<tr>
<td><strong>TOTAL OTHER HR EXPENSES</strong></td>
<td><strong>$37,577</strong></td>
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</tbody>
</table>

#### TOTAL PROGRAM BUDGET

<table>
<thead>
<tr>
<th><strong>[Calculation of HR Rate]</strong></th>
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</thead>
<tbody>
<tr>
<td><strong>Total Human Resource Expenses</strong></td>
</tr>
<tr>
<td><strong>Total Direct Chargeable Salaries</strong></td>
</tr>
</tbody>
</table>

#### HUMAN RESOURCE RATE

| **4.623%** |
Section V

Shared Costs
EAST TEXAS COUNCIL OF GOVERNMENTS
EXPLANATION OF SHARED COSTS vs. DIRECT COSTS

A cost may not be allocated to a Federal or State Award as a shared cost if any other cost incurred for the same purpose, in like circumstances has been assigned to a Federal or State Award as a direct cost. Generally, shared costs benefit all programs while direct costs benefit programs specifically. OMB A-87 allows for the charging of shared costs not readily assignable to the cost objective specifically benefited without effort disproportionate to the results achieved. The following examples of costs are not all inclusive but represent the methodology and requirements of OMB A-87.

**Salaries** charged to the shared cost category are for personnel whose activities generally contribute to all grants. Shared costs provide for the salaries and fringe benefits of the executive director, director of finance, financial staff, receptionist, public information, and administrative support. The duties of these employees include, but are not limited to, providing general administrative duties, financial oversight, expenditures, payrolls, computer assistance, and meeting preparation. The actual distribution of time is based on activities performed as reported on the monthly time sheets. Direct salaries charged to the grants have a direct benefit to the grant, is measurable and not charged as a shared cost.

**Benefits** charged to the shared pool are calculated on full-time shared employees as a percent of salaries charged. Fringe Benefits include leave time, disability insurance, workers compensation, and unemployment insurance. Benefits allocated to the grants are based on direct charged salaries.

**Group Hospitalization** charged to the shared pool such as medical and dental insurance, are for personnel whose activities generally contribute to all grants. Examples are the Executive Director and the Director of Finance. Direct group hospitalization charged to the grants is based on direct charged salaries. These costs have a direct benefit to the grant, is measurable and not charged as a shared cost.

**Pension Costs** charged to the shared pool include Medicare taxes and pension costs for personnel whose activities generally contribute to all grants. These costs are associated with personnel whose time is pooled and shared by all grants. Direct pension costs charged to the grants are based on direct charged salaries and have a direct benefit to the grant, are measurable, and not charged as a shared cost.

**Staff Travel** in the shared pool is travel for staff members whose time is allocated and deemed to benefit all programs. Staff travel attributable to a particular grant is for staff who directly charge their time to the grant. A direct charge example would be travel to a child care conference.

**Committee Travel** in the shared pool is for ETCOG’s executive committee or the ETCOG Board of Directors attending monthly, quarterly or annual meetings. Committee travel at the grant level is for the Committee specific to that program, such as the Criminal Justice Advisory Committee. This travel would be charged to the Criminal Justice Planning grant.

**Professional Services** charged to the shared pool include consultants, legal fees, audit fees, contract employees, staffing agency employees and insurance & bonding. These shared charges generally contribute to all grants. Examples would be legal review of the executive committee minutes and insurance for general liability, errors and omissions. Directly charged fees would be program specific such as hiring a temporary worker to assist in the Area Agency on Aging.
Communication Expenses include telephone, postage, advertising, printing, publications, meetings and conferences. Telephone charges to the shared pool include normal long distance charges and local telephone lines. Phone charges at the grant level are for direct conference calls, modem lines and 800 lines for specific departments and grants. Postage in the shared pool is for all programs with an individual mail out cost of less than $100. Advertising, printing and publications charged to the shared pool are for public notices or information that benefits all grants. An example would be solicitation of a staff position for accounts payable clerk. Communication expenses at the grant level are those that are directly attributable to a grant.

Other Expenses include supplies, copier costs, training costs, membership dues, repairs and maintenance. Examples of costs that are charged to the shared pool would be for such costs as supplies for the finance department, copier costs to reproduce agendas and letters for all programs, training for the accounts payable clerk, membership dues for the Executive Director and the repair of the parking lot used by all departments. Examples of direct grant charges would be office supplies used by staff members for a specific purpose or grant such as binders for Aging staff and Volunteer Ombudsman. Another direct charge example would be for a membership to the Texas Transit Foundation for the transportation grant.

Capital Equipment benefiting all programs in excess of $5,000, such as the building purchase, are capitalized and depreciated over its useful life. Items directly benefiting a cost objective would be directly charged such as the upgrade of a computer system to the program benefited.

Other Considerations at the subrecipient level such as in-kind contributions are recorded in particular grants as requested by different funding sources. These contributions are usually volunteer services contributed at the subrecipient level and do not receive any benefit from the East Texas Council of Governments shared cost plan.
EAST TEXAS COUNCIL OF GOVERNMENTS
SHARES COSTS WORK PROGRAM AND BUDGET

2011 WORK PROGRAM

BACKGROUND AND PROGRAM SUMMARY

Shared costs of the East Texas Council of Governments are those costs that have been incurred for common or joint purposes. These costs benefit more than one cost objective and cannot be readily identified with a particular final cost objective. Without effort disproportionate to the results achieved. A cost may not be allocated to a Federal or State Award as a shared cost if any other cost incurred for the same purpose has been assigned to the Federal or State Award as a direct cost. Shared costs are charged to the awards by the use of a provisional shared cost rate. The "base" to distribute these costs are total budgeted gross costs from the costs. The "provisional rate" is a temporary shared cost rate applicable to the fiscal year, which is used for funding, interim reimbursement, and reporting shared costs on Federal and State awards pending the establishment of a "final" rate at the conclusion of the independent audit. At the conclusion of each year, the rates are adjusted to actual.

OBJECTIVES

To provide staff, administrative and other support necessary to successfully conduct a wide range of overall leadership and managerial functions directly benefiting all ETCOG programs and projects.

ESSENTIAL WORK TASKS

Provide leadership and managerial guidance in planning, organizing, and directing all operations of ETCOG.

Develop and propose policy guidance to the Board of Directors.

Develop and implement organizational administrative procedures and practices.

Coordinate and direct all programs, financing and intergovernmental relationships and oversee and ensure the development of the Comprehensive Annual Financial Report and other external documents.

Maintain all official records and oversee and ensure the development of the Annual Strategic Work Plan and Budget.

Provide necessary audit services, legal services, office supplies, postage, printing, publications and other resources common to the implementation of all ETCOG programs and projects.

PRIMARY PERFORMANCE MEASURES

Properly perform the fiduciary responsibilities associated with the administering of Federal and State grants to benefit East Texas citizens, thereby improving their quality of life through services provided.

SELECTED NEW INITIATIVES

Implement new administrative cost categories.

Reassign shared functions to become more aligned with new definitions of shared administrative costs.

Implement automated payroll system and purchase requisition system.

HUMAN RESOURCE REQUIREMENT

Full-time equivalent current year 11.11
Full-time equivalent prior year 10.24

2011 EXPENDITURE BUDGET

PERSONNEL

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>$489,051</td>
</tr>
<tr>
<td>Retirement</td>
<td>$64,629</td>
</tr>
<tr>
<td>Hospitalization</td>
<td>$55,878</td>
</tr>
<tr>
<td>Fringe Benefits</td>
<td>$82,979</td>
</tr>
</tbody>
</table>

TRAVEL

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff in-region travel</td>
<td>$3,500</td>
</tr>
<tr>
<td>Staff out-of region travel</td>
<td>$25,000</td>
</tr>
<tr>
<td>Committee &amp; Board travel</td>
<td>$15,631</td>
</tr>
</tbody>
</table>

PROFESSIONAL SERVICES

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Includes contract services, consultants, legal</td>
<td>$76,000</td>
</tr>
<tr>
<td>fees, audit fees, staffing agency</td>
<td></td>
</tr>
<tr>
<td>Insurance &amp; bonding</td>
<td>$3,000</td>
</tr>
</tbody>
</table>

COMMUNICATION

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public education</td>
<td>$9,000</td>
</tr>
<tr>
<td>Telephone &amp; Postage</td>
<td>$53,000</td>
</tr>
<tr>
<td>Meetings &amp; Conferences</td>
<td>$19,800</td>
</tr>
</tbody>
</table>

OTHER DIRECT PROGRAM EXPENSES

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supplies</td>
<td>$40,000</td>
</tr>
<tr>
<td>Copier Costs</td>
<td>$22,000</td>
</tr>
<tr>
<td>Training</td>
<td>$10,000</td>
</tr>
<tr>
<td>Membership Dues</td>
<td>$20,000</td>
</tr>
<tr>
<td>Repairs &amp; Maintenance</td>
<td>$1,000</td>
</tr>
<tr>
<td>Computer Maintenance</td>
<td>$30,000</td>
</tr>
<tr>
<td>Space Costs &amp; Storage</td>
<td>$39,400</td>
</tr>
</tbody>
</table>

CAPITAL EQUIPMENT

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Includes purchases over $5,000</td>
<td>$10,000</td>
</tr>
</tbody>
</table>

TOTAL PROGRAM BUDGET $1,069,868

COMPUTATION OF PROVISIONAL SHARED COST RATE:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Shared Costs</td>
<td>$1,069,868</td>
</tr>
<tr>
<td>Base - Total Direct Labor &amp; Benefits</td>
<td>$4,885,328</td>
</tr>
</tbody>
</table>

PROVISIONAL SHARED COST RATE 21.900%
Indirect or shared costs can be allocated in many different ways by entities that appear to be very similar such as regional planning commissions or councils of governments. Based on the unique programs of each entity and whether services are provided within the entity or subcontracted the basis for allocation may vary using different methodologies. One method is not preferable from another, the test is whether or not the methodology properly allocates the costs incurred fairly and equitably among the programs benefited. As a comparison to entities that may distribute indirect costs based on total allowable expenditures, ETCOG presents this percentage for analysis.

<table>
<thead>
<tr>
<th>DEPARTMENT</th>
<th>SHARED COSTS</th>
<th>PERSONNEL COSTS</th>
<th>ALLOCATION AS PERCENT OF PERSONNEL</th>
<th>ALLOWABLE COSTS LESS CAPITAL OUTLAY</th>
<th>SHARED COSTS AS PERCENT OF TOTAL COSTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>WORKFORCE PROGRAMS</td>
<td>257,226</td>
<td>1,174,570</td>
<td>21.90%</td>
<td>28,503,097</td>
<td>0.90%</td>
</tr>
<tr>
<td>AREA AGENCY ON AGING</td>
<td>129,210</td>
<td>590,012</td>
<td>21.90%</td>
<td>4,006,652</td>
<td>3.22%</td>
</tr>
<tr>
<td>911 EMERGENCY SERVICES</td>
<td>94,602</td>
<td>431,980</td>
<td>21.90%</td>
<td>2,130,817</td>
<td>4.44%</td>
</tr>
<tr>
<td>HOMELAND, PT, CJD, RJD</td>
<td>45,087</td>
<td>205,881</td>
<td>21.90%</td>
<td>734,506</td>
<td>6.14%</td>
</tr>
<tr>
<td>INNOVATION &amp; EFFICIENCY</td>
<td>22,256</td>
<td>101,628</td>
<td>21.90%</td>
<td>144,584</td>
<td>15.39%</td>
</tr>
<tr>
<td>HUMAN RESOURCES</td>
<td>25,252</td>
<td>115,308</td>
<td>21.90%</td>
<td>149,885</td>
<td>16.85%</td>
</tr>
<tr>
<td>TRANSPORTATION</td>
<td>425,013</td>
<td>1,940,735</td>
<td>21.90%</td>
<td>3,647,932</td>
<td>11.65%</td>
</tr>
<tr>
<td>REGIONAL SERVICES &amp; PUBLIC INFO</td>
<td>71,222</td>
<td>325,220</td>
<td>21.90%</td>
<td>2,140,789</td>
<td>3.33%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>1,069,868</td>
<td>4,885,334</td>
<td>21.90%</td>
<td>41,458,262</td>
<td>2.58%</td>
</tr>
<tr>
<td>Position Title</td>
<td>% Indirect</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>--------------------------------------</td>
<td>------------</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Executive Director</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Executive Assistant</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Director of Finance</td>
<td>97%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounting Manager</td>
<td>60%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial Assistant Payroll</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial Assistant A/P</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Budget Manager</td>
<td>45%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial Specialist*</td>
<td>90%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounting Specialist *</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounting Specialist *</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receptionist</td>
<td>50%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrative Assistant</td>
<td>25%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrative Assistant</td>
<td>25%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facilities Manager**</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Director of Public Info &amp; Regional Svc</td>
<td>1%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communications Manager</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants &amp; Research Analyst</td>
<td>65%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**TOTAL FTEs** 11.11

* part-time employee equal to .50 FTE
** part-time employee equal to .98 FTE
Certificate of Cost Pools

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

(1) All costs included in this proposal October 1, 2010 establish billing or final cost pool rates for the fiscal year ending September 30, 2011 are allowable in accordance with the requirements of the Federal award(s) to which they apply and OMB Circular A-87, "Cost Principles for State and Local Governments." Unallowable costs have been adjusted for in allocating costs as indicated in the cost pool allocation plan.

(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 a cost pool item have not been claimed elsewhere. Similar types of costs have been accounted for consistently and the Federal Government will be notified of any accounting changes that would affect the rate.

Subject to the provisions of the Program Fraud Civil Remedies Act of 1986, (31 USC et seq.), and the Department of Labor's implementing regulations, (29 CFR Part 22), the False Claims Act (18 USC 287 and 31 USC 3729); and the False Statement Act (18 USC 1001), I declare to the best of my knowledge that the foregoing is true and correct.

Governmental Unit: East Texas Council of Governments

Signature:

Name of Authorized Official: David A. Cleveland

Title: Executive Director

Date of Execution: 10-1-10
Section VI

Fringe Benefits
EAST TEXAS COUNCIL OF GOVERNMENTS
FRINGE BENEFITS EXPENDITURE BUDGET

2011 WORK PROGRAM

BACKGROUND AND PROGRAM SUMMARY

Fringe benefits are allowances and services provided by the East Texas Council of Governments to its employees as compensation in addition to regular salaries and wages. Fringe benefits include, but are not limited to the cost of vacation, holidays, sick leave, administrative leave, worker's compensation, unemployment insurance and disability insurance. The costs of fringe benefits are generally allowable to the extent that the benefits are reasonable and are required by law, governmental unit-employee agreement, or an established policy of the governmental unit. The cost of fringe benefits in the form of regular compensation paid to employees during periods of authorized absences from the job, such as for annual leave, sick leave, holidays, court leave, military leave, and other similar benefits, are allowable if they are provided under established written leave policies, the costs are equitably allocated to all related activities including Federal awards and the accounting basis selected for costing each type of leave is consistently followed by the governmental unit.

OBJECTIVES

To compensate employees in addition to regular salaries and wages.

ESSENTIAL WORK TASKS

Assure all leave taken by ETCOG employees are approved by the employee's supervisor or the Executive Director.

Assure copies of approved leave request forms must be attached to the employee's timesheet at the end of the month.

Currently full-time employees in their first five years of employment, receive ten vacation days a year. After five years of employment, full-time employees receive fifteen vacation days per year. All full-time employees receive fifteen sick days per year.

SELECTED NEW INITIATIVES

One of the East Texas Council of Government’s strategic agenda items is to examine and modify the vacation and sick leave policy. The current vacation and sick leave system must be modified to recognize our valued long term employees. Seasoned staff members receive nearly the same leave allowance as a new staff member. ETCOG will be reviewing our vacation and sick leave system to ensure that it reflects our entity's initiatives and goals. The new system will encourage the appropriate use of accrued leave.

HUMAN RESOURCE REQUIREMENT

N/A

2011 EXPENDITURE BUDGET

RELEASED TIME

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Leave</td>
<td>$185,832</td>
</tr>
<tr>
<td>Holidays</td>
<td>161,472</td>
</tr>
<tr>
<td>Sick Leave</td>
<td>114,166</td>
</tr>
<tr>
<td>Other Release Time</td>
<td>13,456</td>
</tr>
</tbody>
</table>

EMPLOYEE BENEFITS

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Worker's Compensation</td>
<td>90,692</td>
</tr>
<tr>
<td>Unemployment Insurance</td>
<td>24,381</td>
</tr>
<tr>
<td>Disability Insurance</td>
<td>26,713</td>
</tr>
</tbody>
</table>

TOTAL RELEASE TIME & BENEFITS $616,712

BASIS FOR ALLOCATION OF ACCRUED LEAVE

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Gross Salaries</td>
<td>4,414,482</td>
</tr>
<tr>
<td>Merit Increases</td>
<td>44,145</td>
</tr>
<tr>
<td>Longevity</td>
<td>8,160</td>
</tr>
<tr>
<td>Total Salaries, Merit &amp; Longevity</td>
<td>4,466,786</td>
</tr>
</tbody>
</table>

Total Salaries 4,414,482
Less Released Time (474,926)
Less Part-time Employees (917,637)
Chargeable Time $3,021,919

CALCULATION OF ACCRUED LEAVE

Total Released Time & Benefits 616,712
Chargeable Time for full-time employees 3,021,919

EMPLOYEE ACCRUED LEAVE RATE 20.408%
<table>
<thead>
<tr>
<th>#</th>
<th>Name</th>
<th>Hire Date</th>
<th>Full Years of Service @ 9/30/10</th>
<th>Amount of Longevity Pay</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>ALLEN, GARY</td>
<td>July 13, 1987</td>
<td>23 YEARS</td>
<td>$360.00</td>
</tr>
<tr>
<td>2</td>
<td>ALLEN, NANCY</td>
<td>February 1, 2005</td>
<td>5 YEARS</td>
<td>$120.00</td>
</tr>
<tr>
<td>3</td>
<td>ALLEN, REGINA</td>
<td>September 8, 1997</td>
<td>13 YEARS</td>
<td>$240.00</td>
</tr>
<tr>
<td>4</td>
<td>ANDERSON, PHYLLIS</td>
<td>May 16, 2001</td>
<td>9 YEARS</td>
<td>$120.00</td>
</tr>
<tr>
<td>5</td>
<td>ANDREWS, CLAUDE</td>
<td>June 24, 1974</td>
<td>36 YEARS</td>
<td>$360.00</td>
</tr>
<tr>
<td>6</td>
<td>BARBER, RHONDA</td>
<td>February 8, 2005</td>
<td>5 YEARS</td>
<td>$120.00</td>
</tr>
<tr>
<td>7</td>
<td>BEASON, JAUNITA</td>
<td>January 16, 2006</td>
<td>3 YEARS</td>
<td>$360.00</td>
</tr>
<tr>
<td>8</td>
<td>BODLE, SLOANE</td>
<td>October 10, 1983</td>
<td>26 YEARS</td>
<td>$360.00</td>
</tr>
<tr>
<td>9</td>
<td>BOND, LYNDA</td>
<td>August 31, 2001</td>
<td>9 YEARS</td>
<td>$120.00</td>
</tr>
<tr>
<td>10</td>
<td>BOWLES, RACHEL</td>
<td>April 28, 2008</td>
<td>2 YEARS</td>
<td>$120.00</td>
</tr>
<tr>
<td>11</td>
<td>BRADLEY, DELOIS</td>
<td>September 4, 2007</td>
<td>3 YEARS</td>
<td>$120.00</td>
</tr>
<tr>
<td>12</td>
<td>BRANNON, BRANDY</td>
<td>February 11, 2008</td>
<td>2 YEARS</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>BROOKS, BEVERLY</td>
<td>May 21, 2007</td>
<td>3 YEARS</td>
<td>$120.00</td>
</tr>
<tr>
<td>14</td>
<td>BROWN, BEVERLY</td>
<td>February 1, 2004</td>
<td>6 YEARS</td>
<td>$120.00</td>
</tr>
<tr>
<td>15</td>
<td>BRYANT, CARL</td>
<td>May 1, 2010</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>BUNTING, PAMELA</td>
<td>May 1, 2010</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>BURNFIELD, JULIE</td>
<td>December 1, 2000</td>
<td>9 YEARS</td>
<td>$120.00</td>
</tr>
<tr>
<td>18</td>
<td>BUTLER, GARY</td>
<td>September 1, 2007</td>
<td>3 YEARS</td>
<td>$120.00</td>
</tr>
<tr>
<td>19</td>
<td>BUTTS, DEBORAH</td>
<td>August 23, 1993</td>
<td>17 YEARS</td>
<td>$360.00</td>
</tr>
<tr>
<td>20</td>
<td>CALHOUN, FRANKIE</td>
<td>October 1, 2007</td>
<td>3 YEARS</td>
<td>$120.00</td>
</tr>
<tr>
<td>21</td>
<td>CARTER, JENNITA</td>
<td>August 4, 2008</td>
<td>2 YEARS</td>
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</table>

**Total Longevity Pay** $8,160.00

Full-time employees who have been employed for five consecutive years as of September 30, 2010 receive $120, ten years $240, fifteen years and thereafter $360.

Part-time employees who have been employed for 10 consecutive years receive $240 and fifteen years and thereafter receive $360.

* Part-time employee.
<table>
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<th>Program</th>
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<td><strong>Total Number of Personnel Budgeted</strong></td>
<td><strong>129.34</strong></td>
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* Includes 2 temporary full-time positions equal to 2.0 FTE

Note: Portions of this schedule may reflect rounding differences.