

**JOINT AGENDA  
NORTH EAST TEXAS RURAL PLANNING ORGANIZATION AND  
ARK-TEX COUNCIL OF GOVERNMENTS EXECUTIVE COMMITTEE MEETING  
THURSDAY, OCTOBER 25<sup>TH</sup>, 2018; 10:00 A.M.  
TITUS COUNTY EXTENSION OFFICE  
1708 INDUSTRIAL RD., MT. PLEASANT, TEXAS**

- Item 1. Call to order.
- Item 2. Invocation.
- Item 3. Self-introductions.

**Rural Planning Organization (RPO) Agenda Items**

- Item 4. Approve the minutes as submitted of the North East Texas Rural Planning Organization Meeting held Thursday, July 26, 2018, in Mt. Pleasant, Texas. (See page 3)
- Item 5. Discussion on third annual Northeast Texas Rural Transportation Summit. (See page 5; to be presented by Executive Director Chris Brown.
- Item 6. Discussion of Texas Department of Transportation (TxDOT) Stakeholder Workshops. (See page 6; to be presented by Executive Director Chris Brown.)

***This concludes all RPO agenda items.***

**Executive Committee Agenda Items**

- Item 7. Review the minutes as submitted of the Ark-Tex Council of Governments Executive Committee Meeting held on Thursday, July 26, 2018, in Mt. Pleasant, Texas. (See page 7)
- Item 8. Review and consider approval of purchase of Region-wide Billboard Advertising for the 9-1-1 Program. (See page 10; to be presented by staff member Rea Washington)
- Item 9. Review and approve revisions to the Regional Criminal Justice Advisory Committee (RCJAC) Bylaws. (See page 13; to be presented by staff member Patricia Haley)
- Item 10. Review and consider ratification of contracts. (See page 23 – see also addendum - <https://bit.ly/2q0TTih>; to be presented by Executive Director Chris Brown)
- Item 11. Review of State and Federal Association Legislative Objectives. (See page 24; to be presented by Executive Director Chris Brown)
- Item 12. Discussion of Regional Priorities for the 2019 Austin Legislative Visits. (See page 28; to be presented by Executive Director Chris Brown)
- Item 13. Executive Director Report (For information only; see page 29; to be presented by Executive Director Chris Brown)
  - Indirect Finance Reports
  - PHA Plan Approval Letter
  - Program Statistics
  - TARC & NADO updates
  - Discussion of Four-State Regional Leadership Institute

## **Announcements**

The next Board of Directors Meeting will be held Thursday, December 13<sup>th</sup>, 2018, at 10:00 a.m., Hopkins County Courthouse in Sulphur Springs, Texas, hosted by the Honorable Robert Newsom, Judge, Hopkins County.

*Pursuant to the Texas Open Meeting Act, Government Code Chapter 551 one or more of the above items may be considered in executive session closed to the public, including but not limited to consultation with attorney pursuant to Texas Government Code Section 551.071 and Section 551.074 arising out of the attorney's ethical duty to advise ATCOG concerning legal issues arising from an agenda item. Any decision held on such matter will be taken or conducted in open session following the conclusion of the executive session.*

*Persons with disabilities who plan to attend this meeting and who may need auxiliary aids or services are requested to contact Administration at 903-832-8636 two (2) work days prior to the meeting so that appropriate arrangements can be made.*

*All agendas are sent electronically and available at [www.atcog.org](http://www.atcog.org). Should any Board Member need a copy printed and available at the meeting, please call 903/255.3555 or email [athurston@atcog.org](mailto:athurston@atcog.org)*

**MINUTES  
NORTH EAST TEXAS RURAL PLANNING  
ORGANIZATION COMMITTEE MEETING  
JULY 26, 2018**

The North East Texas Rural Planning Organization and the Executive Committee of the Board of Directors of the Ark-Tex Council of Governments (ATCOG) met at 10:00 a.m., Thursday, July 26, 2018 at the Titus County Extension Office in Mt. Pleasant, Texas.

Item 1. L.D. Williamson, Judge, Red River County, called the meeting to order.

Item 2. Brady Fisher, Northeast Texas Resource Conservation & Development, gave the invocation.

Item 3. At this time, each attendee introduced themselves.

**Rural Planning Organization (RPO) Agenda Items**

Item 4. Chris Brown, Executive Director, presented for discussion/possible action appointment of Officers and new meeting format. He reminded the Board of the RPO Board member requirements and recommended Officer positions mirror the ATCOG Board.

Motion to approve was made by M.C. Superville, Jr., Judge, Lamar County, and seconded by Robert Newsom, Judge, Hopkins County. The item was approved.

Item 5. The next item was to approve the minutes as submitted of the North East Texas Rural Planning Organization held Thursday, April 26, 2018, in Mt. Pleasant, Texas.

Motion to approve was made by Lynda Munkres, Judge, Morris County, and seconded by Becky Wilbanks, Judge, Cass County. It was approved.

Item 6. Judge Superville presented for consideration approval of a Resolution of the complete widening of US Highways 82 and 271 in Lamar and Red River Counties. He recognized Dan Perry, Engineer, Texas Department of Transportation (TxDOT), who gave an in-depth explanation of how TxDOT would gather the information needed to add this project to the Unified Transportation Plan (UTP) and the State Transportation Improvement Plan (STIP) and how it would progress. He stated resolutions, letters from the public and the like would help tremendously. Ultimately, widening these highways will improve traffic flow and bring development to the communities. Don Walls, a former Lamar County resident with an extensive transportation background, presented a letter of support and requested signatures, after which, he would collect and personally send to TxDOT. Mark Frances, Mayor, City of Deport, addressed the Board expressing his support for the project, explaining the huge impact it would have on rural community growth. Judge Williamson asked Reece DeWoody, Deputy Regional Director, Senator John Cornyn, what steps to take to get support from the Senator. Mr. DeWoody explained a letter requesting support outlining the project in question would need to be sent to the office, along with a support resolution, then they could send a support letter.

Motion to approve this Resolution was made by Judge Superville and seconded by Judge Munkres. Judge Williamson asked each Board member to make copies of the Support letter that was passed out and have constituents sign them. There was also brief discussion and clarification regarding super two highways versus a four-lane highway.

Item 7. Mr. Brown announced the third annual Northeast Texas Rural Transportation Summit would be held on November 1, 2018. Sponsorship letters and invitations will be going out in the near future. He stated if

there were any suggestions for discussion topics, please get with him or Roger Feagley with the Sulphur Springs Economic Development Center, who is the host for the Summit.

### **Announcements**

Mr. Brown announced the I-30 East Texas Corridor Study Executive Summary and Master Plan are now available on the TxDOT website.

There were no other items to discuss, so the meeting was adjourned at this time.

### **EXECUTIVE COMMITTEE MEMBERS PRESENT**

L.D. Williamson, Judge, Red River County  
M.C. Superville, Jr., Judge, Lamar County  
Lynda Munkres, Judge, Morris County  
Becky Wilbanks, Judge, Cass County  
Brian Lee, Judge, Titus County  
Scott Lee, Judge, Franklin County  
Robert Newson, Judge, Hopkins County  
Ann Rushing, Mayor, City of Clarksville  
Brady Fisher, Northeast Texas Resource Conservation & Development

### **BOARD MEMBERS PRESENT**

Stan Wyatt, Northeast Texas MWD  
Tim Walsworth, Councilman, City of Roxton

### **GUESTS PRESENT**

Reece DeWoody, Office of Senator John Cornyn  
Robbin Bass, Office of Congressman John Ratcliff  
Mark Frances, Mayor, City of Deport  
Deanne Simmons, P.E., TxDOT – Atlanta District  
Katie Martin, TxDOT – Atlanta District  
Dan Perry, P.E., TxDOT – Paris District  
Doyce Winchester, Texas Department of Emergency Management  
Randy Reed, Workforce Solutions of Northeast Texas  
April Corbit, Workforce Solutions of Northeast Texas  
KiAnn Richardson, Workforce Solutions of Northeast Texas  
Susan Thorne, Member of the Public

### **STAFF PRESENT**

Chris Brown, Executive Director  
Mary Beth Rudel, Deputy Director  
Amber Thurston, Executive Assistant  
Lisa Reeve, Area Agency on Aging Manager  
Melinda Tickle, Finance Manager  
Leslie McBride, Human Resources Manager  
Patricia Haley, Criminal Justice Coordinator

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L.D. Williamson, President  
Ark-Tex Council of Governments

ATTEST:

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## DRAFT AGENDA

8:30 – 9:00 Registration

9:00 – 10:00 Welcome and General Session

Transportation Planning and Local Involvement:

**Linda Harper Brown** with Dean International will speak about the importance of being involved with planning at a regional level pulling from her experience as a six-term member of the Texas House, member of the House Transportation Committee and key advisor for TEX-21

10:00 - 10:45

Federal Planning and Intermodal Facilities:

TBA - will present the impact Intermodal Facilities could have on a region.

10:45 – 11:00

Break

11:00 – 11:45

Legislative Panel – Ideas for the next Legislative Session:

TBA – State elected/appointed officials will share ideas of what they hope to see during the upcoming session.

12:00 – 1:00

Lunch – Keynote Address

TxDOT Transportation Planning, Funding, and Rural Support:

**TxDOT Chief Engineer, Bill Hale, P.E.:** Mr. Hale will talk about the advances TxDOT has made, and the impact to our rural areas going forward based on his past service as District Engineer for both the Abilene and Dallas Districts.

1:00 – 1:15

Wrap up and dismissal

*Sponsored in part by:*



# TEXAS STATEWIDE TRUCK PARKING STUDY & FREIGHT INFRASTRUCTURE DESIGN CONSIDERATIONS

## Texas Freight Stakeholders!

TxDOT is hosting a series of meetings throughout the state to get your input on truck parking and freight infrastructure design issues and solutions.



## TXDOT NEEDS TO HEAR FROM YOU

### SAVE THE DATE

We invite you to join the workshop nearest you!

**SIGN UP** AND MORE INFORMATION AVAILABLE AT [WWW.MOVETEXASFREIGHT.COM](http://WWW.MOVETEXASFREIGHT.COM)

#### Round 1 Stakeholder Meeting Schedule

Location	Date	Location	Date
San Antonio	11/27/18	Corpus Christi	12/18/18
Laredo	11/29/18	Rio Grande Valley	12/19/18 (am & pm)
El Paso	12/04/18	Midland	01/08/19
Houston	12/06/18 (am)	Lubbock	01/09/19
Galveston	12/06/18 (pm)	Amarillo	01/10/19
Ft. Worth	12/11/18 (am & pm)	Beaumont	01/22/19
Dallas	12/12/18 (am & pm)	Lufkin	01/23/19
Texarkana	12/13/18	Tyler	01/24/19

**MINUTES  
ARK-TEX COUNCIL OF GOVERNMENTS  
EXECUTIVE COMMITTEE MEETING  
JULY 26, 2018**

The Executive Committee of the Board of Directors of the Ark-Tex Council of Governments met at 10:20 a.m., Thursday, July 26, 2018 at the Titus County Extension Office in Mt. Pleasant, Texas.

Item 1. L.D. Williamson, Judge, Red River County, called the meeting to order.

Item 2. Brady Fisher, Northeast Texas Resource Conservation & Development, gave the invocation.

Item 3. At this time, each attendee introduced themselves.

**Executive Committee Agenda Items**

Item 4. At this time, Judge Williamson asked for approval of the minutes as submitted of the Ark-Tex Council of Governments Executive Committee meeting, held on Thursday, May 31, 2018, in Mt. Pleasant, Texas.

Motion to approve was made by Judge Munkres and seconded by Judge Wilbanks. They were approved.

Item 5. Judge Williamson presented for review approval of a Resolution in support of the complete widening to four lanes US Highway 271 and US Highway 82 in Lamar and Red River Counties.

Motion to approve, with the addition of approving the Executive Director to reach out to local government entities asking for support as well, was made by Judge Superville and seconded by Ann Rushing, Mayor, City of Clarksville. It was approved.

Item 6. Amber Thurston, Executive Assistant, presented for consideration an application by Central Arkansas Development Council to the Department of Health and Human Services, for a Community Services Block Grant in the amount of \$2,648,254 for support programs for low income Arkansas residents.

Motion to approve was made by Judge Munkres and seconded by Mayor Rushing. It was approved.

Item 7. Ms. Thurston presented for consideration an application by Detroit Independent School District to the Department of Health and Human Services, Office of Head Start, for a grant in the amount of \$24,443, to be matched with \$6,110 in-kind, to provide a COLA to Head Start staff.

Motion to approve was made by Scott Lee, Judge, Franklin County, and seconded by Mayor Rushing. It was approved.

Item 8. Paul Prange, Environmental Resources Coordinator, presented for consideration an Environmental Assessment to the Texas Commission on Environmental Quality (TCEQ) for proposed Air Quality Permit Renewal by West Fraser Wood Products to authorize the modification of the lumber mill located at 1345 US Highway East, New Boston, Bowie County, Texas.

Motion to approve was made by Judge Brian Lee and seconded by Judge Munkres. It was approved.

*Items 9 & 10 were presented simultaneously.*

Item 9. Mr. Prange presented for consideration an Environmental Assessment to TCEQ for proposed Water Quality Permit Renewal by the City of Redwater to authorize the discharge of treated wastewater from the facility located at 120 Elm Street, Redwater, Bowie County, Texas.

Item 10. Mr. Prange presented for consideration an Environmental Assessment to TCEQ for proposed Water Quality Permit Renewal by U.S. Tubular Steel Products, Inc. to authorize a major amendment to reduce testing frequencies and remove Outfalls 004, 005, and 102, and the discharge of treated wastewater from the facility located at 6866 U.S. Highway 259 South, Lone Star, Morris County, Texas.

Motion to approve both items was made by Judge Munkres and seconded by Mayor Rushing. Both were approved.

Item 11. Mr. Brown presented for information only the Executive Director Report, which included the following:

- Indirect Finance Reports – there were no significant changes to the Indirect Finance; these reports were for transparency and information only.
- Solid Waste Advisory Committee meeting minutes; for review and information only.
- TxDOT County Road Inventory Form – Mr. Brown explained TxDOT is requesting this information to upgrade their system to an electronic version. Since ATCOG will need to submit their mapping data to TxDOT, the counties can elect ATCOG as their designated 3<sup>rd</sup> party to update roads for them and send them with the mapping data and aerial images.

### **Announcements**

Judge Williamson announced the next Executive Committee Meeting will be held on Thursday, August 30, 2018, at 10:00 a.m., at the Titus County Extension Office in Mt. Pleasant, Texas.

Ms. Thurston announced NADO registration is open and will be held October 13 – 16, 2018. She asked for anyone interested in attending to please contact her for reservations.

Mr. Brown announced the upcoming Northeast Texas Regional Alliance will be held February 26 – 28, 2019 in Austin. More information will be announced as the date get closer.

There were no other announcements, so the meeting was adjourned.

### **EXECUTIVE COMMITTEE MEMBERS PRESENT**

L.D. Williamson, Judge, Red River County  
M.C. Superville, Jr., Judge, Lamar County  
Lynda Munkres, Judge, Morris County  
Becky Wilbanks, Judge, Cass County  
Brian Lee, Judge, Titus County  
Scott Lee, Judge, Franklin County  
Robert Newson, Judge, Hopkins County  
Ann Rushing, Mayor, City of Clarksville  
Brady Fisher, Northeast Texas Resource Conservation & Development

### **BOARD MEMBERS PRESENT**

Stan Wyatt, Northeast Texas MWD  
Tim Walsworth, Councilman, City of Roxton

### **GUESTS PRESENT**

Reece DeWoody, Office of Senator John Cornyn  
Robbin Bass, Office of Congressman John Ratcliff  
Mark Frances, Mayor, City of Deport  
Deanne Simmons, P.E., TxDOT – Atlanta District  
Katie Martin, TxDOT – Atlanta District  
Dan Perry, P.E., TxDOT – Paris District  
Doyce Winchester, Texas Department of Emergency Management



Randy Reed, Workforce Solutions of Northeast Texas  
April Corbit, Workforce Solutions of Northeast Texas  
KiAnn Richardson, Workforce Solutions of Northeast Texas  
Susan Thorne, Member of the Public

STAFF PRESENT

Chris Brown, Executive Director  
Mary Beth Rudel, Deputy Director  
Amber Thurston, Executive Assistant  
Lisa Reeve, Area Agency on Aging Manager  
Melinda Tickle, Finance Manager  
Leslie McBride, Human Resources Manager  
Patricia Haley, Criminal Justice Coordinator

L.D. Williamson, President  
Ark-Tex Council of Governments

ATTEST:

## **BRIEFING PAPER – ACTION ITEM**

### **ITEM 8:**

Review and consider approval, in the form of a Resolution, of the region wide Billboard Advertising purchase as part of the Text-to-9-1-1 Public Education Campaign.

### **BACKGROUND**

The Commission on State Emergency Communications (CSEC) Program Policy Statement 036: *Text to 9-1-1 Implementation* deems Text-to-9-1-1 as a critical enhancement to 9-1-1 service and requires that the service and CSEC approved deployment plans be implemented by all Regional Planning Commissions. The CSEC approved deployment plan for the ATCOG Text-to-9-1-1 Public Education Campaign includes Outdoor/Billboard, Transit, Cinema, and News publication advertising. Cost Comparison was done for counties where multiple vendors are present.

### **DISCUSSION**

The Billboard Advertising Campaign costs total \$92,300 for a 13 month region wide campaign. The costs are based on total impressions of 13 billboards placed throughout and entering the ATCOG Texas counties. After contacting all outdoor marketing vendors in the ATCOG region Fairway Outdoor advertising is the cost saving route for region wide outdoor advertising with an average of \$546 per month per billboard.

The ATCOG Procurement Policy states that all purchases of \$50,000 and above require ATCOG Board approval.

### **RECOMMENDATION**

In adherence to ATCOG Procurement Policy staff requests approval of the region wide outdoor advertising campaign purchase (as part of the CSEC approved Text-to-9-1-1 Public Education deployment plan).

### Text to 9-1-1 Campaign / Outdoor

	FAIRWAY	LAMAR	SHIPP
<b>BOWIE</b> Panel Rate per 4 wk period Prod WKL IMP	T1070 \$900 \$700 82,000		I30/NASH \$1,750 digital
<b>CASS</b> Panel Rate per 4 wk period Prod WKL IMP	1030 \$500 \$980 47,171		Queen City \$695 digital 10,080
<b>HOPKINS</b> Panel Rate per 4 wk period Prod WKL IMP	S102061E \$500 \$490 59,625	4606 \$600 \$750 108,153	
<b>FRANKLIN</b> Panel Rate per 4 wk period Prod WKL IMP	1387 \$600 \$662 53,910	4621    4627 \$750    \$750 \$1,000    \$1,000 75,057    94,501	

## RESOLUTION NO. EC19-001

### RESOLUTION OF THE BOARD OF DIRECTORS OF ARK-TEX COUNCIL OF GOVERNMENTS APPROVING THE PURCHASE OF REGION-WIDE BILLBOARD ADVERTISING.

**WHEREAS**, the Ark-Tex Council of Governments (ATCOG) approved the ATCOG Procurement Policy and Procedure Manual on December 14, 2017; and

**WHEREAS**, ATCOG Procurement Policy and Procedure Manual states ATCOG Board approval is required for all purchases of \$50,000 and above; and

**WHEREAS**, Texas Local Government Code Ch. 252, Section 252.022(a) exempts certain purchases from the competitive requirements of the chapter – including advertising; and

**WHEREAS**, the 9-1-1 Program, wishes to contract with Fairway Outdoor Advertising to purchase billboard space for thirteen (13) locations for a term of 13 months at total region wide cost of \$92,000 for the purpose of public education and public safety awareness of Text-to-9-1-1 service availability; and

**WHEREAS**, the funding for the purchase is approved and available through 9-1-1 Local Funds allocated to the Ark-Tex Council of Governments 9-1-1 Program by the Texas Commission on State Emergency Communications.

### NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE ARK-TEX COUNCIL OF GOVERNMENTS:

- Section 1      That the Board approves the purchase of Billboard Advertising for the Text-to-9-1-1 Public Education Campaign.
- Section 2      That the Executive Director, Chris Brown, has full signature authority to act on behalf of the ATCOG Board relating to the aforementioned purchase.
- Section 3      That this resolution is approved by majority vote in accordance with the bylaws of Ark-Tex Council of Governments and applicable law, and shall be in effect immediately upon its adoption.

**SIGNED AND APPROVED THIS 25<sup>th</sup> DAY OF OCTOBER, 2018.**

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**L. D. Williamson, President**  
**Ark-Tex Council of Governments**

**ATTEST:**

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## **BRIEFING PAPER – ACTION ITEM**

### **ITEM 9:**

Review and approve revisions to the Regional Criminal Justice Advisory Committee (RCJAC) Bylaws.

### **BACKGROUND:**

The RCJAC conducts an annual review of the current RCJAC Bylaws. Amendments were necessary, along with combining the Bylaws and Policy Guidelines into one document. The Bylaws were reviewed and amendments were discussed and approved by the RCJAC.

### **DISCUSSION:**

The Bylaws are very important in conducting the business of the RCJAC and scoring the CJD grant applications. The Office of the Governor – Public Safety Office (PSO), Criminal Justice Division (CJD) requires ATCOG Criminal Justice Staff to submit a copy of the current RCJAC Bylaws annually.

### **RECOMMENDATION:**

Staff recommends approval of the revisions to the Regional Criminal Justice Advisory Committee Bylaws.

**ARK-TEX COUNCIL OF GOVERNMENTS  
REGIONAL CRIMINAL JUSTICE ADVISORY COMMITTEE**

**BY-LAWS**

**ARTICLE I – NAME, PURPOSE, RESPONSIBILITIES**

The name of this body shall be the Regional Criminal Justice Advisory Committee (RCJAC) of the Ark-Tex Council of Governments (ATCOG).

The Committee shall assist and advise the staff and Executive Board of ATCOG on all appropriate matters relating to criminal justice issues in the region. Specifically, it shall:

- ❖ Review and consider recommendations concerning funding of local, State and/or Federal programs.
- ❖ Review and prioritize programs submitted for funding provided through the Office of the Governor – Public Safety Office (PSO), Criminal Justice Division (CJD), in accordance with RCJAC and CJD rules and regulations as adopted.

**ARTICLE II - MEMBERSHIP**

**County Membership**

The RCJAC shall have 27 county members. The membership per county shall be based on population with the following distribution: counties with 50,000 and above shall be allocated five members; counties with 25,000 and above shall be allocated four members; counties with 10,000 and above shall be allocated two members, and counties below 10,000 shall be allocated one member.

Members shall be recommended by the County Judge of the County where a vacancy exists, subject to approval by the ATCOG Board.

The membership shall be composed of representatives from law enforcement, juvenile justice, drug abuse prevention, nonprofit organizations, victim services, mental health, prosecution/courts, education and concerned citizens.

**Regional Membership**

The RCJAC shall have additional members from the region, recommended by ATCOG Criminal Justice staff subject to approval by the ATCOG Board, in order to ensure representation from each membership category.

**Other Membership**

A member of the ATCOG Board may be appointed by the ATCOG Executive Committee to serve as a liaison between the Board and the RCJAC.

ATCOG Criminal Justice staff shall perform the necessary staff functions to support the Committee's activities.

### **Membership Terms and Attendance**

Terms of membership shall be two years. Members may be reappointed to serve additional terms. Terms of membership shall begin January 1 of every evenly numbered year.

Members who are absent from three consecutive meetings without a valid excuse shall be considered to have submitted his/her resignation. A member may resign at any time by submitting a written notice to ATCOG.

### **ARTICLE III - OFFICERS**

The officers of the RCJAC shall be Chairman, 1<sup>st</sup> Vice-Chairman, and 2<sup>nd</sup> Vice-Chairman. Officers shall serve two-year terms. Officers shall be selected from and by the RCJAC membership during the first quarter of every evenly numbered year. Officers may be elected to serve more than one term.

The Chairman shall preside at all meetings of the RCJAC. The 1<sup>st</sup> Vice-Chairman shall perform the duties of the Chairman in his/her absence. The 2<sup>nd</sup> Vice-Chairman shall perform the duties of the 1<sup>st</sup> Vice-Chairman in his/her absence. If both the Chairman and 1<sup>st</sup> Vice-Chairman are absent, the 2<sup>nd</sup> Vice-Chairman shall perform the duties of the Chairman.

### **ARTICLE IV – MEETINGS**

#### **Open Meetings and Records**

All meetings of the RCJAC shall be open to the public. ~~The meetings are not subject to the Texas Government Code, Chapter 551 (Texas Open Meetings Act).~~ All ATCOG governing board meetings and RCJAC meetings at which PSO/CJD-related matters are discussed must comply with the requirements listed in the Texas Government Code, Chapter 551 (Texas Open Meetings Act).

The RCJAC Chairman or presiding Chairman has the option of closing the meetings when deemed necessary for confidentiality purposes.

Minutes of the RCJAC meetings, documents distributed and other records are the property of ATCOG. These materials are available for public view, at the ATCOG offices, upon receipt of a written request by the interested party.

Except where these bylaws require otherwise, Robert's Rules of Order shall govern the conduct of RCJAC meetings. ~~All meetings of the ATCOG governing body, including those meetings which may address criminal justice related issues such as CJD grant prioritization, shall be held in compliance with the requirements described in Texas Government Code, Chapter 551 (Texas Open Meetings Act).~~

The RCJAC shall meet as often as necessary to accomplish RCJAC business. A meeting shall be conducted at a location, or at a specific date and time established for teleconference. Notification of the meeting shall be delivered to RCJAC members no less than seven days prior to the date of the meetings.

### **Quorum and Action**

Twenty-five percent (25%) of the total membership will constitute a quorum at any meeting, whether at a location or by teleconference or webinar. If by teleconference or webinar, an official roll call will be taken to ensure a quorum is present.

The Chairman may call special meetings provided that members are notified at least twenty four (24) hours prior to the time for convening the meeting.

Action taken by the committee shall be by a simple majority vote of the members present at the meeting location, or by teleconference by which a quorum is present. If necessary, a simple majority vote(s) may be taken electronically with a reasonable time frame (as specified by ATCOG staff, RCJAC Chairman or presiding Chairman) offered to all RCJAC members submitting the vote(s).

### **Regular Meetings**

The RCJAC shall meet as necessary during the year on a day, time and place specified by the ATCOG Executive Director, the ATCOG Criminal Justice liaison or the RCJAC as a whole.

RCJAC meetings can be conducted at a location, via teleconference, or via webinar as is allowable by the Texas Open Meetings Act.

Written notice, including an agenda, of each regular meeting shall be prepared by the ATCOG Criminal Justice liaison and electronically transmitted to each RCJAC member at least five (5) business days before the meeting date.

### **Special Meetings**

The RCJAC shall hold a special meeting if called by the ATCOG Executive Director, the ATCOG Criminal Justice liaison, the RCJAC Chairman or requested in writing by at least one-third of the RCJAC membership. Only business reasonably related to the purpose or purposes described in the request may be conducted at a special meeting.

Notice of any special meeting shall be given at least seventy-two (72) hours prior to the special meeting.

Special meetings can be conducted in person, via teleconference, or via webinar as is allowable by the Texas Open Meetings Act.

## **ARTICLE V - SUBCOMMITTEES**



The RCJAC Chairman shall appoint temporary subcommittees as the need arises to perform specific tasks related to the business and activities of the RCJAC.

## **ARTICLE VI - BY-LAWS AMENDMENTS**

~~These by laws may be amended at any meeting of the RCJAC by a simple majority vote, provided each member of the RCJAC has been notified of the proposed amendment at least five days in advance.~~

### **RCJAC Bylaws Review**

The RCJAC shall review the bylaws annually to keep the document current. The RCJAC may amend these bylaws at a regular or special meeting. The written text of a proposed amendment must be recorded at the meeting at which the amendments are discussed and voted on. RCJAC amendment recommendations shall be presented to the ATCOG Board of Directors for final approval. If upon review of the bylaws no amendments are deemed necessary, then no further action is required.

### **By ATCOG Board of Directors**

The ATCOG Board of Directors may amend these bylaws at a regular or special meeting. The written text of a proposed amendment must be included with the notice of the meeting at which the amendment will be considered.

### **Effective Date**

An amendment to the bylaws takes effect when approved by the ATCOG Board of Directors unless the amendment specifies a later effective date. Copies of amended bylaws will be distributed to the RCJAC members by ATCOG Criminal Justice staff.

## **ARTICLE VII - GRANT APPLICATION REVIEW PROCEDURES**

### **Strategic Plans**

Each proposal must provide services, which have been identified as a need in the Strategic Plan covering the service delivery area. Each applicant should contact ATCOG Criminal Justice staff to determine if the proposed project is listed as a need in the Strategic Plan. ATCOG Criminal Justice staff can provide contact information for the Strategic Plans to applicants. The Strategic Plan is available to view on the ATCOG website, [www.atcog.org](http://www.atcog.org).

The Strategic Plan for the region shall be reviewed each year, and revised if necessary, with an effort to follow the format recommended by the Criminal Justice Division of the Governor's Office (CJD). Based on the current requirements by CJD, the top five priorities within each category of the Strategic Plan (Victim Services, Juvenile Services, Law Enforcement) will be used in the grant application scoring process and also submitted to CJD. Focus groups of the previously mentioned categories will be formed at the Regional Strategic Planning Meeting, and these individual groups will develop a list of recommendations for the top five (can be less than five if necessary) priorities of each

category. These recommendations will be reviewed by the RCJAC for their approval prior to the scoring process. A list of participating representatives present at the Strategic Planning meeting, and their affiliation, should be attached to the Strategic Plan, with the date of review and revision. Plan for the region shall be reviewed each year, and revised if necessary, with an effort to follow the format recommended by the Criminal Justice Division of the Governor's Office (CJD). Based on the current requirements by CJD, the top five priorities within each category of the Strategic Plan (Victim Services, Juvenile Services, Law Enforcement) will be used in the grant application scoring process and also submitted to CJD. Focus groups of the previously mentioned categories will be formed at the Regional Strategic Planning Meeting, and these individual groups will develop a list of recommendations for the top five (can be less than five if necessary) priorities of each category. These recommendations will be reviewed by the RCJAC for their approval prior to the scoring process. A list of participating representatives present at the Strategic Planning meeting, and their affiliation, should be attached to the Strategic Plan, with the date of review and revision. Plan for the region shall be reviewed each year, and revised if necessary, with an effort to follow the format recommended by the Criminal Justice Division of the Governor's Office (CJD). Based on the current requirements by CJD, the top five priorities within each category of the Strategic Plan (Victim Services, Juvenile Services, Law Enforcement) will be used in the grant application scoring process and also submitted to CJD. Focus groups of the previously mentioned categories will be formed at the Regional Strategic Planning Meeting, and these individual groups will develop a list of recommendations for the top five (can be less than five if necessary) priorities of each category. These recommendations will be reviewed by the RCJAC for their approval prior to the scoring process. A list of participating representatives present at the Strategic Planning meeting, and their affiliation, should be attached to the Strategic Plan, with the date of review and revision.

### **Grant Application Workshop**

Each applicant must attend a Grant Application Workshop presented by ATCOG Criminal Justice staff prior to beginning the application process each year until further notice. All local officials and anyone who has expressed an interest in applying for a grant will be notified of the date, time and location of the workshop. Mandatory workshop attendance may or may not be required in the future. This information will be announced with notification of availability of application packets. A one-on-one conference can substitute for workshop attendance if someone is unable to attend.

### **Notification of Application Deadlines**

All local officials, current and potential grantees, will be notified of grant application deadlines as soon as they are established.

Under no circumstances will grant applications be accepted after the deadline.

### **Fund Specific Requirements**

Decreasing Ratio Policy for JAG and JJP Applications:

Decreasing ratio and five year maximum projects shall establish their CJD request each year by following the percentages listed below (Benchmark is based on the amount awarded by CJD in the first year of funding). This requirement is in effect for the following funding categories: Criminal Justice Programs (JAG), and Juvenile Justice Program (JJP).

1st year – 100% CJD funding (Benchmark amount established)  
2nd year - 80% CJD funding  
3rd year - 60% CJD funding  
4th year - 40% CJD funding  
5th year - 40% CJD funding

If a grant applicant is not funded during any year of the cycle, they will be allowed to apply at the same percentage/amount for the following year. (Ex. In 2008 an agency is currently at 80% (yr. 2) applying for \$50,000, but they are not awarded the grant. In 2009, they will be allowed to apply at 80% (yr. 2) for \$50,000. If awarded in 2009, they will then be allowed to apply at 60% (yr. 3) in 2010.)

Exceptions to this policy include the Purchase of Juvenile Services Project (JJP) and the Regional Law Enforcement Training Project (Criminal Justice Programs). This project is exempt from the decreasing funding ratio and maximum years policy.

### **Prioritization Meeting**

Mandatory Attendance of Prioritization/Scoring Meeting: All Prioritization meetings will be conducted at a physical location. Grant applicants are required to have a representative attend the RCJAC Prioritization Meeting, to provide a brief presentation regarding their project to the RCJAC. If no representative is present for an applicant, the RCJAC has the option to not consider the project for funding. Upon receipt of copies of the grant applications and review instruments, the committee members may complete the scoring sheets at their convenience and bring them to the Prioritization Meeting. RCJAC members must attend the meeting or their scores will not be considered. In an emergency situation, the RCJAC may consider allowing the submission of scores on an individual basis. If scores are accepted from a member based on an emergency, the member should then send a notarized letter to ATCOG relating the circumstances.

If RCJAC members wish to revise their scores after hearing the applicant presentations, they may do so before submitting them to ATCOG staff for tabulation.

CJD does not require that the RCJAC meet in order to score applications. Scoring may be completed by mail, with a follow-up meeting to approve the results of the scoring tabulation. At such time as the RCJAC should decide to follow that process, attendance by applicant representatives would no longer be mandatory.

### **Prioritization Meeting Outcomes**

The results of the prioritization meeting will be compiled and mailed to the RCJAC members and the grant applicants the following day, if possible. If an applicant wishes to inquire about the scoring results sooner, they may contact ATCOG staff.

The RCJAC has the option not to recommend for funding, an application or line item(s) identified as ineligible, or for funding sources other than the following:

General Victim Assistance – Direct Services Program  
(Victims of Crime Act – VOCA)  
(Violence Against Women Act – VAWA)  
Violent Crimes Against Women Justice and Training Program –  
Domestic Violence, Sexual Assault, Dating Violence, and Stalking  
Juvenile Justice Program  
(Juvenile Justice and Delinquency Prevention Act – JJDP)  
(State Criminal Justice Planning Fund - 421)  
Justice Assistance Grant (JAG) Program  
(Byrne Justice Assistance Grant)  
(State Criminal Justice Planning Fund – 421)

The decision not to recommend funding these applications must be accurately reported to CJD.

The RCJAC has the option to recommend less funding than applied for on any fund source application submitted by an applicant. The decision to recommend a different funding amount (different from less funding than the original amount requested by the grant applicant) must be reached by a simple majority vote of the RCJAC present at the scoring meeting.

### **Grant Application Scoring Guidelines**

New projects and continuation projects shall be reviewed, scored, and prioritized for funding each year, as applicable, utilizing a standard review instrument. All projects considered for CJD funding must meet the guidelines and requirements established by CJD annually.

All applications in each funding category must be prioritized and ranked for funding consideration by the RCJAC. These recommendations shall be forwarded to the Ark-Tex Council of Governments Board of Directors/Executive Committee for their approval. ATCOG will submit prioritization results to CJD.

Each application shall be scored by each RCJAC member unless the member has a conflict of interest, and an average score shall be assigned to each proposal. Applications in each category shall be prioritized according to the average score assigned to the proposals. Proxy votes shall not be allowed at scoring meetings.

### **Applicant Correspondence with RCJAC Regarding Scoring**

A grant applicant, or individual(s) acting on behalf of the applicant, shall not contact any RCJAC member prior to any scoring/prioritization meeting to persuade a score. If an applicant, or individual(s) acting on behalf of the applicant, contacts a scoring member to persuade a score, their application may be disqualified at the discretion of the RCJAC.

If a RCJAC member receives a contact of this nature from an applicant, or individual(s) acting on behalf of the applicant, the scoring member should contact the RCJAC Chairman and/or ATCOG Criminal Justice staff.

### Conflict of Interest

The COG governing body, RCJAC members and COG staff must abstain from scoring and voting on any application, other than a grant application submitted by the COG, during the prioritization process if they or an individual related within the third degree by consanguinity or within the second degree by affinity:

- ❖ Is employed by the applicant agency and works for the unit or division that would administer the grant if awarded,
- ❖ Serves on any governing board that oversees the unit or division that would administer the grant if awarded,
- ❖ Owns or controls any interest in a business entity or other non-governmental organization that benefits, directly or indirectly, from activities with the applicant agency,
- ❖ Receives any funds, or a substantial amount of tangible goods or routine services, from the applicant agency as a result of the grant, if awarded.

If a CJAC member must abstain from scoring a project, that member must recuse themselves from scoring the project as well as remove themselves from the room while other CJAC members are scoring that specific project. Once the members have moved on to another project the CJAC member may return.

### High/Low Scores Dropped

The high and low score of each grant application will be dropped if the number of eligible RCJAC scoring members (to submit their scores) for the particular funding source is ten or greater.

### Tie-Breaker Method

In the event of a tie, the following procedure will be utilized: Staff shall remove the lowest score from the applications that result in a tie and re-average the remaining scores. This process shall be repeated, continuing to remove the lowest remaining score until the tie is broken. The scores resulting from the tie breaking process will only be used for the purpose of breaking the tie. These scores will not be used to change any other rankings in the prioritization process. The RCJAC shall be notified of the tie and the revised results.

### RCJAC Representation

The RCJAC is required to have a multi-disciplinary representation of members from the region. For the purpose of reviewing CJD grants, at a minimum, the RCJAC must include representation from, which includes the following categories: law enforcement, juvenile justice, drug abuse prevention, non-profit organizations, victim services, mental health,

prosecution/courts, education, and concerned citizens or parents, with no more than one-third (1/3) of the total membership being representatives of one group.

#### Review Instrument / Score Sheet

The review instrument used by the RCJAC to score the grant applications is developed by ATCOG staff to accommodate the recommendations/approvals by the RCJAC, based on CJD requirements and the local priorities in the Regional Criminal Justice Strategic Plan. This review instrument is subject to change each year, as the CJD requirements and the local priorities are also subject to change.

#### Appeal Procedure

Each applicant will be allowed to appeal actions of the Regional Criminal Justice Advisory Committee (RCJAC). Appeals must be based on a verifiable error made during the prioritization or review process and the applicant must be able to show that the error actually caused the application or portion of the application to not be funded. Factors that allow discretion by RCJAC members will not be considered for an appeal. The applicant must submit written documentation in support of the appeal. Letters and phone calls of support will not be considered as part of the official appeal process.

All appeals must be handled as follows:

- ❖ An applicant must notify the ATCOG Executive Director in writing of the alleged violation of the RCJAC scoring guidelines and/or the error(s) made in the scoring/prioritization process within ten (10) days following the scoring meeting.
- ❖ The ATCOG Board of Directors shall consider all appeals in an open meeting. Documentation submitted by the applicant that meets the criteria as stated above will be considered by the ATCOG Board of Directors. Subsequent notification by ATCOG of a decision concerning funding serves as final notice of approval or denial.

Reviewed/Amended/Approved by RCJAC 10-11-18.

## **BRIEFING PAPER - ACTION ITEM**

### **ITEM 10:**

Review and consider ratification of contracts.

### **BACKGROUND:**

The following contracts are presented in the Board Packet Addendum for your consideration:

Homeland Security  
Criminal Justice  
Economic Development

### **DISCUSSION:**

These are program renewal contracts and presented for you to review. They include only minor modifications from the previous year and are required

### **RECOMMENDATION:**

Staff recommends contract approval.

## **BRIEFING PAPER - ACTION ITEM**

### **ITEM 11:**

Review of State and Federal Association Legislative Objectives

### **BACKGROUND:**

Attached are Legislative Objectives / Priorities for the Texas Association of Regional Councils and the National Association of Development Organizations for 2018 / 2019.

### **DISCUSSION:**

The items you see are generally broad and emphasize items that would help to strengthen the programs and services Regional Councils are able to provide.

### **RECOMMENDATION:**

For information only.



# 86<sup>th</sup> Legislative Session Objectives

## Criminal Justice and Law Enforcement

1. Support the establishment of a dedicated funding stream to support regional law enforcement academies and trainings.
2. Support adequate continued funding for the Office of the Governor, Public Safety Office, Criminal Justice Division through the full appropriation of Fund 421.

## Community and Economic Development

1. Support efforts to establish rural economic development programs utilizing regional councils as entities eligible to apply for and administer funds.
2. Support efforts to establish rural broadband programs utilizing regional councils as entities eligible to apply for and administer funds.

## Environmental Quality

1. Support the full appropriation of tipping fees to regional councils for local and regional waste reduction programs, as provided by statute.
2. Support efforts to reduce the reliance on dedicated accounts for budget certification and allocating funds for their collected purpose through existing statutory delivery mechanisms.
3. Support efforts to utilize resources for regional programs related to tire clean-up and illegal dumping.
4. Support efforts to utilize regional councils for air quality-related programs.

## Emergency Communications

1. Support the full appropriation and disbursement of the total dedicated revenue generated under and in compliance with Chapter 771 of the Texas Health and Safety Code.
2. Support efforts to allow regional councils the flexibility to use appropriations to meet local and regional needs as determined by the regional council board of directors.

## Emergency Preparedness

1. Support the full appropriation of the dedicated permanent funding stream to support radio interoperability infrastructure and the long-term maintenance of the regional systems necessary to meet and maintain the State Communications Interoperability Plan (SCIP).
2. Support efforts to enhance the recognition of the need for state involvement in regional interoperability.
3. Support efforts by the state to regionalize disaster recovery support functions.

## Health and Human Services

1. Support the use of the State Planning Regions as designated by the Governor, pursuant to Chapter 391, Local Government Code, for more efficient regional decentralizations of state health and human services programs.
2. Support legislation and appropriations to continue strengthening the Long-Term Care Ombudsman program through the 28 Area Agencies on Aging.
3. Support local and regional efforts to address unmet mental health needs.

## Transportation

1. Support the use of regional councils of governments to unify and coordinate urban and rural transportation planning.
2. Support state and federal initiatives to provide funding for regional councils of governments to actively provide transportation planning and coordination as Rural Transportation Planning Organizations (RTPOs).
3. Support the implementation of multi-modal transportation initiatives that result in increased transportation options for all Texans and economic stimulus for the state.

## State Financial Assistance Grant

1. Support an appropriation of State Financial Assistance funding to regional planning commissions in compliance with Chapter 391 of the Local Government Code.

The members of the National Association of Development Organizations (NADO) support federal initiatives that encourage regional approaches to improving the economic conditions and quality of life in America's rural and small metropolitan communities.

The nation's regional development organizations (RDOs) serve as a catalyst for strategic planning, public-private partnerships, and regional initiatives that are designed to meet locally-identified priorities and needs. NADO's efforts focus on public infrastructure improvements, comprehensive economic development planning, transportation planning, business development finance services, and other traditional building blocks that promote regional development and economic growth. *NADO's 2018 legislative priorities include:*



## Economic Development

- Reauthorize the U.S. Economic Development Administration (EDA) with an emphasis on public works and planning grants, especially in distressed rural communities
- Support legislative changes to localize control of EDA Revolving Loan Funds (RLF) to end burdensome reporting requirements on RLF recipients
- Prioritize long-term economic sustainability in post-disaster recovery efforts
- Maintain SBA's 504 Certified Development Company microloan lending and technical assistance program
- Support authorized funding levels set by the Workforce Innovation and Opportunity Act (WIOA) and continued support of locally-driven Workforce Investment Boards with enhanced regional coordination service delivery



## Community Development

- Promote robust funding for flexible, locally-driven community development through HUD's Community Development Block Grant (CDBG) Program and HOME Investment Partnerships Program
- Maintain full funding and program flexibility for HHS Area Agencies on Aging
- Support EPA's brownfields cleanup and assessment programs and support the recovery of administration costs consistent with other federal programs



## Infrastructure

- Support programs and policies to plan, coordinate, rehabilitate, and maintain highway, public transportation, non-motorized transportation, short line railroad, and road safety improvements that benefit underserved and rural regions
- Maintain and enhance regular air service to underserved and rural regions through the FAA's Airport Improvement Program, Essential Air Service, and the Small Communities Air Service Development Program





- Support federal-state partnerships to assist state and local governments and regional development organizations in planning, developing, and maintaining water and wastewater infrastructure systems including revolving loan funds
- Promote affordable, advanced, and accessible telecommunications and broadband services in underserved and rural areas

## Rural Development

- Support USDA rural development grant and loan programs for infrastructure improvements, business development, community facilities, housing, and broadband services, and their regional set-aside initiative
- Support reauthorization of the farm bill with an enhanced emphasis on strategic region-based economic and community development priorities



## Federal-State Commissions

- Support funding for the Appalachian Regional Commission (ARC), Delta Regional Authority (DRA), Denali Commission, Northern Border Regional Commission (NBRC), and other federal-state regional commissions at authorized levels, including support for ARC and DRA local development districts
- Support reauthorization of the Southeast Crescent Regional Commission, Delta Regional Authority, Southwest Border Regional Commission, and Northern Great Plains Regional Authority in the next Farm Bill



## Transportation

- Strengthen the role of Regional Transportation Planning Organizations (RTPOs) in the transportation planning process, building upon provisions enacted in MAP-21 and continued under the FAST Act
- Support efforts to shore up the long-term solvency of the Highway Trust Fund
- Support the application of new and emerging technologies in transportation to improve safety and mobility in rural and small metropolitan communities



## Homeland & Emergency Preparedness

- Ensure small metropolitan and rural areas receive adequate resources and equitable access to the broad portfolio of homeland security and emergency preparedness programs, including first responder emergency management performance grants, pre-disaster mitigation, and all-hazards mitigation resources; in addition, fully fund FEMA's floodplain map modernizations and mitigation programs

For detailed legislative fact sheets on many of these topic areas, please visit [nado.org/advocacy](http://nado.org/advocacy).

## **BRIEFING PAPER - ACTION ITEM**

### **ITEM 12:**

Discussion of Regional Priorities for the 2019 Austin Legislative Visits.

### **BACKGROUND:**

In 2017, our nine counties coordinated their Legislative Visits to occur during the same time period. Several speakers from state agencies and associations presented valuable information and joined us for a reception during the evening.

### **DISCUSSION:**

We are planning our 2019 Legislative Visits and compiling various objectives from all of the region's partners. I would like to gather your feedback and include it with the information being gathered by our Chambers of Commerce.

### **RECOMMENDATION:**

Discussion only.

Run date: 10/09/2018  
Bus date: 09/30/2018

Ark Tex Council of Governments  
Director's Report

PGDIR.L02 Page 1

Executive  
0010 18 000

Fiscal Year thru period ending 09/30/18

Description	Month to date	Year to date	YTD encumbrance	Annual budget	Annual variance	% used
0010 00 18 000 50110 00 SALARIES	11,812.34	129,629.97	-	127,521.00	(2,108.97)	1.02
0010 00 18 000 50210 00 BENEFITS	5,847.11	59,596.00	-	63,184.00	3,588.00	0.94
0010 00 18 000 50310 00 STAFF TRAVEL	842.00	8,202.89	-	12,000.00	3,797.11	0.68
0010 00 18 000 50312 00 REGISTRATION	595.00	1,526.64	-	2,100.00	573.36	0.73
0010 00 18 000 50410 00 RENT/SPACE	730.89	7,871.85	-	8,500.00	628.15	0.93
0010 00 18 000 50420 00 TELEPHONE	327.68	3,607.43	-	4,000.00	392.57	0.90
0010 00 18 000 50430 00 POSTAGE	389.54	747.73	-	650.00	(97.73)	1.15
0010 00 18 000 50440 00 COPIER	23.61	414.00	-	200.00	(214.00)	2.07
0010 00 18 000 50510 00 OTHER INDIRECT	19.99	402.15	58.93	500.00	38.92	0.92
0010 00 18 000 50511 00 OFFICE SUPPLIES	-	2,735.66	-	6,500.00	3,764.34	0.42
0010 00 18 000 50512 00 REPRODUCTION & PRINTING	75.00	75.00	-	-	(75.00)	-
0010 00 18 000 50514 00 PERIODICALS & PUBLICATIONS	-	1,197.00	-	650.00	(547.00)	1.84
0010 00 18 000 50515 00 MEMBERSHIP DUES	-	375.00	-	12,000.00	11,625.00	0.03
0010 00 18 000 50525 00 INTEREST	186.77	2,000.06	-	3,050.00	1,049.94	0.66
Total EXPENSE	20,849.93	218,381.38	58.93	240,855.00	22,414.69	0.91

Run date: 10/09/2018  
Bus date: 09/30/2018

Ark Tex Council of Governments  
Director's Report

PGDIR.L02 Page 1

Administrative  
0020 18 000

Fiscal Year thru period ending 09/30/18

Description	Month to date	Year to date	YTD encumbrance	Annual budget	Annual variance	% used
0020 00 18 000 50110 00 SALARIES	15,134.56	164,692.22	-	183,176.00	18,483.78	0.90
0020 00 18 000 50210 00 BENEFITS	7,491.61	75,469.18	-	90,760.00	15,290.82	0.83

0020 00 18 000 50310 00	STAFF TRAVEL	236.49	2,722.04	-	4,000.00	1,277.96	0.68
0020 00 18 000 50312 00	REGISTRATION	-	476.27	-	700.00	223.73	0.68
0020 00 18 000 50319 00	TRAINING	-	560.90	-	-	(560.90)	-
0020 00 18 000 50410 00	RENT/SPACE	933.67	10,036.83	-	11,050.00	1,013.17	0.91
0020 00 18 000 50420 00	TELEPHONE	354.85	3,774.31	-	4,400.00	625.69	0.86
0020 00 18 000 50430 00	POSTAGE	92.84	1,068.08	-	1,000.00	(68.08)	1.07
0020 00 18 000 50440 00	COPIER	52.38	679.17	-	550.00	(129.17)	1.24
0020 00 18 000 50510 00	OTHER INDIRECT	44.00	2,746.72	-	300.00	(2,446.72)	9.16
0020 00 18 000 50511 00	OFFICE SUPPLIES	44.72	911.69	-	1,000.00	88.31	0.91
0020 00 18 000 50514 00	PERIODICALS & PUBLICATIONS	-	2,039.97	-	2,000.00	(39.97)	1.02
0020 00 18 000 50515 00	MEMBERSHIP DUES	-	22.00	-	250.00	228.00	0.09
0020 00 18 000 50516 00	ADVERTISEMENT	-	117.63	-	200.00	82.37	0.59
0020 00 18 000 50522 00	INSURANCE/BONDING	-	7,943.69	-	8,000.00	56.31	0.99
0020 00 18 000 50523 00	COMPUTER SOFTWARE	-	593.89	-	-	(593.89)	-
0020 00 18 000 50524 00	BANKING SERVICES	-	1,844.31	-	-	(1,844.31)	-
0020 00 18 000 50525 00	INTEREST	238.54	2,529.63	-	4,000.00	1,470.37	0.63
0020 00 18 000 50530 00	CONTRACT LABOR	113.20	905.60	-	-	(905.60)	-
0020 00 18 000 50610 00	EQUIPMENT	-	230.65	-	-	(230.65)	-
0020 00 18 000 50612 00	COMPUTER SOFTWARE	97.80	97.80	69.00	-	(166.80)	-
Total EXPENSE		24,834.66	279,462.58	69.00	311,386.00	31,854.42	0.90

Run date: 10/09/2018  
Bus date: 09/30/2018

Ark Tex Council of Governments  
Director's Report

PGDIR.L02 Page 1

Board  
0030 18 000

Fiscal Year thru period ending 09/30/18

		YTD					
Description		Month to date	Year to date	encumbrance	Annual budget	Annual variance	% used
0030 00 18 000 50310 00	BOARD TRAVEL	1,065.35	1,864.75	-	20,000.00	18,135.25	0.09
0030 00 18 000 50312 00	BOARD REGISTRATION	620.00	908.64	-	3,500.00	2,591.36	0.26
Total EXPENSE		1,685.35	2,773.39	-	23,500.00	20,726.61	0.12

Run date: 10/09/2018  
Bus date: 09/30/2018

Ark Tex Council of Governments  
Director's Report

PGDIR.L02 Page 1

Finance  
0040 18 000

Fiscal Year thru period ending 09/30/18

Description	Month to date	Year to date	YTD encumbrance	Annual budget	Annual variance	% used
0040 00 18 000 50110 00 SALARIES	9,445.10	109,268.52	-	117,290.00	8,021.48	0.93
0040 00 18 000 50210 00 BENEFITS	4,675.33	50,606.53	-	58,115.00	7,508.47	0.87
0040 00 18 000 50310 00 STAFF TRAVEL	134.55	1,454.17	-	5,000.00	3,545.83	0.29
0040 00 18 000 50312 00 REGISTRATION	-	259.45	-	-	(259.45)	-
0040 00 18 000 50410 00 RENT/SPACE	595.21	6,607.15	-	6,000.00	(607.15)	1.10
0040 00 18 000 50420 00 TELEPHONE	226.21	2,536.17	-	2,500.00	(36.17)	1.02
0040 00 18 000 50430 00 POSTAGE	170.34	3,055.87	-	2,750.00	(305.87)	1.11
0040 00 18 000 50440 00 COPIER	16.72	554.36	-	300.00	(254.36)	1.85
0040 00 18 000 50510 00 OTHER INDIRECT	-	1,101.67	-	-	(1,101.67)	-
0040 00 18 000 50510 01 OTHER INDIRECT - LOCAL FUNDS	-	0.39	-	-	(0.39)	-
0040 00 18 000 50511 00 OFFICE SUPPLIES	-	1,711.45	885.01	2,200.00	(396.46)	1.18
0040 00 18 000 50514 00 PERIODICALS & PUBLICATINS	-	-	-	550.00	550.00	-
0040 00 18 000 50515 00 MEMBERSHIP DUES	-	150.00	-	325.00	175.00	0.46
0040 00 18 000 50516 00 ADVERTISING	-	214.89	-	100.00	(114.89)	2.15
0040 00 18 000 50520 00 AUDIT & ACCOUNTING	3,550.00	35,750.00	-	38,000.00	2,250.00	0.94
0040 00 18 000 50521 00 LEGAL & AUDIT FEES	-	3.04	-	-	(3.04)	-
0040 00 18 000 50523 00 COMPUTER SOFTWARE	-	378.00	-	-	(378.00)	-
0040 00 18 000 50525 00 INTEREST	152.07	1,699.20	-	2,200.00	500.80	0.77
0040 00 18 000 50530 00 CONTRACT LABOR	-	3,234.67	-	-	(3,234.67)	-
0040 00 18 000 50612 00 COMPUTER SOFTWARE	7.20	3,760.67	-	-	(3,760.67)	-
Total EXPENSE	18,972.73	222,346.20	885.01	235,330.00	12,098.79	0.95

Run date: 10/09/2018  
Bus date: 09/30/2018

Ark Tex Council of Governments  
Director's Report

PGDIR.L02 Page 1

Regional Development

Fiscal Year thru period ending 09/30/18

0050 18 000

Description		YTD					
		Month to date	Year to date	encumbrance	Annual budget	Annual variance	% used
0050 00 18 000 50110 00	SALARIES	1,723.11	38,467.12	-	45,017.00	6,549.88	0.86
0050 00 18 000 50210 00	BENEFITS	852.96	17,257.19	-	22,305.00	5,047.81	0.77
0050 00 18 000 50310 00	STAFF TRAVEL	-	3,596.04	-	7,500.00	3,903.96	0.48
0050 00 18 000 50410 00	RENT/SPACE	113.28	2,279.93	-	1,500.00	(779.93)	1.52
0050 00 18 000 50420 00	TELEPHONE	43.05	1,029.62	-	1,020.00	(9.62)	1.01
0050 00 18 000 50430 00	POSTAGE	-	102.98	-	1,300.00	1,197.02	0.08
0050 00 18 000 50440 00	COPIER	9.85	107.57	-	225.00	117.43	0.48
0050 00 18 000 50511 00	SUPPLIES	-	-	-	1,100.00	1,100.00	-
0050 00 18 000 50514 00	PERIODICALS & PUBLICATIONS	-	-	-	225.00	225.00	-
0050 00 18 000 50516 00	ADVERTISING	-	813.69	-	500.00	(313.69)	1.63
0050 00 18 000 50523 00	COMPUTER SOFTWARE	-	162.00	-	-	(162.00)	-
0050 00 18 000 50525 00	INTEREST	28.94	559.90	-	700.00	140.10	0.80
0050 00 18 000 50530 00	CONTRACT LABOR	-	80.00	-	-	(80.00)	-
Total EXPENSE		2,771.19	64,456.04	-	81,392.00	16,935.96	0.79

Run date: 10/09/2018

Bus date: 09/30/2018

Ark Tex Council of Governments  
Director's Report

PGDIR.L02

Page 1

Avery

0070 18 000

Fiscal Year thru period ending 09/30/18

Description		YTD					
		Month to date	Year to date	encumbrance	Annual budget	Annual variance	% used
0070 00 18 000 50110 00	SALARIES	259.10	2,304.18	-	4,150.00	1,845.82	0.56
0070 00 18 000 50210 00	BENEFITS	128.27	1,082.77	-	2,054.00	971.23	0.53
0070 00 18 000 50410 00	RENT/SPACE	13.32	138.19	-	249.00	110.81	0.56
0070 00 18 000 50420 00	TELEPHONE	5.06	52.96	-	103.00	50.04	0.51
0070 00 18 000 50430 00	POSTAGE	-	0.63	-	-	(0.63)	-
0070 00 18 000 50440 00	COPIER	-	0.37	-	-	(0.37)	-
0070 00 18 000 50525 00	INTEREST	3.40	35.82	-	-	(35.82)	-
Total EXPENSE		409.15	3,614.92	-	6,556.00	2,941.08	0.55





**U.S. Department of Housing and Urban Development**  
Fort Worth Regional Office, Region VI  
Office of Public Housing  
801 Cherry Street  
Unit #45, Suite 2500  
Fort Worth, TX 76102

Mae Lewis  
Executive Director  
4808 Elizabeth St.  
Texarkana, TX 75503

October 9, 2018

**SUBJECT:** Approval of PHA Plan for FYB10/2018, tx499v01

This letter is to inform you that the subject **PHA** Plan is technically approved. This approval does not constitute an endorsement of the strategies and policies outlined in the Plan.

This approval letter including all other documentation supporting the plan must be maintained in a file and made available for review and inspection at the principal office of the PHA during normal business hours.

As you are aware, the Plan included a Capital Fund Program (CFP) Annual Statement for the upcoming year. Notice **PIE** 2008-41 (HA), issued November 13, 2008, has been recently clarified to state that Qualified PHAs do not submit CFP documents for **HUD** review at the time it submits its PHA Plan. We will therefore cease all processing of the submitted CFP documents. Your CFP documents must be revised and resubmitted for HUD review after the grant is awarded for the upcoming year. Once approved, funds will not be available for obligation or draw down until an environmental review of the proposed activity is finalized. In the event funds have been approved for account 1406, please be advised that these funds must be used for Operations and not for Capital Improvements.

In providing assistance to families under programs covered by this Plan, your PHA will comply with the rules, standards and policies established, as provided in 24 CFR Part 903 and other applicable regulations.

If you have any questions or need further assistance regarding your PHA Plan, please contact your specialist.

Sincerely,

A handwritten signature in black ink, appearing to read "Regenia Y. Hawkins", is written over a horizontal line.

Regenia Y. Hawkins  
Director  
Office of Public Housing

**Homeland Security FY2017 Projects**

<b>Jurisdiction</b>	<b>Project Name</b>	<b>Amount Awarded</b>	<b>Expended Amount</b>	<b>Start Date</b>	<b>End Date</b>
Ark-Tex Council of Governments	ATCOG Planning, Training and Exercises	\$ 94,425.74	\$ 94,425.74	9/1/2017	8/31/2018
Hopkins County	Hopkins County Dispatch Console Project	\$ 6,233.65	\$ -	11/1/2017	10/31/2018
Titus County and City of Mt. Pleasant (Administered by Titus County)	Titus County Portable Radio Project	\$ 10,857.19	\$ 10,857.19	11/1/2017	10/31/2018
Cass County and City of Atlanta (Administered by Cass County)	Cass County Mobile and Portable Radio Project	\$ 9,338.50	\$ 9,338.50	11/1/2017	10/31/2018
Delta County	Delta County EOC Communications Project	\$ 2,500.00	\$2,500.00	11/1/2017	10/31/2018
Red River County and City of Clarksville (Administered by Red River County)	Red River Repeater Upgrades Project	\$ 5,470.26	\$5,470.26	11/1/2017	10/31/2018
City of Sulphur Springs	City of Sulphur Springs Tactical Communications Project	\$ 14,268.43	\$ 14,268.43	11/1/2017	10/31/2018
Morris County and City of Naples (Administered by Morris County)	Morris County Mobile Radio Project	\$ 4,163.20	\$ -	11/1/2017	10/31/2018
Lamar County, City of Paris & City of Reno (Administered by Lamar County)	Lamar County Multi-jurisdiction Interoperability Dispatching consoles Project	\$ 11,300.37	\$ -	11/1/2017	10/31/2018
Bowie County	Bowie County HAZMAT Trailer Enhancements Project	\$ 9,304.05	\$ 9,304.05	11/1/2017	10/31/2018
City of Texarkana	City of Texarkana Ballistic Vest Project	\$ 12,376.57	\$ 12,376.57	11/1/2017	10/31/2018
Franklin County	Franklin County Command Trailer Outfitting Project	\$ 9,393.49	\$ 9,393.49	11/1/2017	10/31/2018
Lamar County, City of Paris & City of Reno (Administered by Lamar County)	Regional Dive Team (Lamar County, Reno, and Paris) Project	\$ 3,534.21	\$ 3,033.35	11/1/2017	10/31/2018
City of Nash	City of Nash Special Response Team Project	\$ 4,167.37	\$ -	11/1/2017	10/31/2018
City of Texarkana	City of Texarkana Under-door Camera System Project	\$ 12,170.00	\$ 12,170.00	11/1/2017	10/31/2018
<b>Total</b>		<b>\$ 209,503.03</b>	<b>\$ 183,137.58</b>		

## CRIMINAL JUSTICE

FY2018 Purchase of Juvenile Justice Services Grant / ATCOG Contract with Counties (\$57,000 Total for 1-YR Grant)							
County	Scope of Services	Original Contract Amount	Amended Contract Amount	Expended Amount	Juveniles Served with Amended Contracted Amount	Start Date	End Date
Bowie County	Juvenile Mental Health Services	\$ 13,440.00	\$ 15,429.26	\$ 15,429.26	11	10/1/2017	9/30/2018
Cass County	Juvenile Mental Health Services	\$ 4,200.00	\$ 5,714.50	\$ 5,714.50	1	10/1/2017	9/30/2018
Hopkins County (also covers Delta, Franklin)	Juvenile Mental Health Services	\$ 7,980.00	\$ 9,969.26	\$ 9,969.26	11	10/1/2017	9/30/2018
Lamar County	Juvenile Mental Health Services	\$ 7,140.00	\$ 9,770.97	\$ 9,770.97	13	10/1/2017	9/30/2018
Red River County	Juvenile Mental Health Services	\$ 1,680.00	\$ 1,500.00	\$ 1,500.00	1	10/1/2017	9/30/2018
Titus County (also covers Morris)	Juvenile Mental Health Services	\$ 7,560.00	\$ 5,031.30	\$ 5,031.30	1	10/1/2017	9/30/2018
	<b>TOTAL</b>	<b>\$ 42,000.00</b>	<b>\$ 47,415.29</b>	<b>\$ 47,415.29</b>	<b>38</b>		

FY2018 Regional Law Enforcement Training Grant (\$154,267 Total for 2-Year Grant - FY18 & FY19)	
FY18 Total # Students to Attend Law Enforcement Training (Provided w/ ATCOG Grant Funds or Free Through ATCOG Coordination With Certain Training Providers)	766
FY18 Courses Held (Provided w/ ATCOG Grant Funds or Free Through ATCOG Coordination With Certain Training Providers)	105

## ECONOMIC DEVELOPMENT

Revolving Loan Fund	Balance as of 9/30/2018	Monthly Payment	Interest	Principal
<b>CHAPMAN</b>				
City of Avery	\$ 151,613.51	\$ 1,247.84	\$ 379.03	\$ 868.81
City of Deport	\$ 138,130.68	\$ 1,065.00	\$ 345.33	\$ 719.67
Clarksville EDC	<u>\$ 172,186.32</u>	<u>\$ 1,931.21</u>	<u>\$ 430.47</u>	<u>\$ 1,500.74</u>
Total	\$ 461,930.51	\$ 4,244.05	\$ 1,154.83	\$ 3,089.22
<b>ETRAP</b>				
Blackmon's Pharmacy	\$ 167,427.30	\$ 1,559.79	\$ 453.45	\$ 1,106.34
City of Leary	\$ 69,463.01	\$ 690.58	\$ 173.66	\$ 516.92
Leigh Water Supply	\$ 356,694.90	\$ 3,572.75	\$ 891.74	\$ 2,681.01
Marroquin	<u>\$ 20,274.95</u>	<u>\$ 632.89</u>	<u>\$ 101.37</u>	<u>\$ 531.52</u>
Total	\$ 613,860.16	\$ 6,456.01	\$ 1,620.22	\$ 4,835.79
<b>NETEDD</b>				
ASI	\$ 117,531.39	\$ 4,520.00	\$ 318.31	\$ 4,201.69
ESNR	\$ 39,660.12	\$ 283.60	\$ 107.41	\$ 176.19
Paris Logistics	<u>\$ 233,715.04</u>	<u>\$ 1,701.59</u>	<u>\$ 632.98</u>	<u>\$ 1,068.61</u>
	\$ 390,906.55	\$ 6,505.19	\$ 1,058.70	\$ 5,446.49
<b>Total RLF Funds Loaned</b>	<b>\$ 1,477,533.83</b>	<b>\$ 17,205.25</b>	<b>\$ 3,833.75</b>	<b>\$ 13,371.50</b>
Pd out annually				
We Pack Annual CD	\$ 162,322.81	Dec and Jan	\$ 11,084.31	\$ 6,104.90
		Annualized Avg.	\$ 923.69	\$ 508.74

## Transportation Reported Trips - September 2018

<b>Texarkana Rural</b>	<b>1845</b>
Bowie	728
Cass	962
Morris	155
<b>Mt. Pleasant Rural</b>	<b>1230</b>
Titus	1113
Franklin	117
<b>Sulphur Springs Rural</b>	<b>1448</b>
Franklin	80
Hopkins	1368
<b>Paris Rural</b>	<b>1042</b>
Delta	33
Lamar	877
Red River	132
<b>Paris Metro City Bus</b>	<b>3528</b>
<b>Mt. Pleasant City Bus</b>	<b>1140</b>
<b>TUTD Para-Transit</b>	<b>830</b>
<b>TOTAL TRIPS</b>	<b>11063</b>

## Section 8 Housing Choice Vouchers

Waiting List	1534
Current Families	1266
Walking Vouchers	107

**\*Voucher issuance will start in November**

### Area Agency on Aging

<u>Service</u>	<u>August 2018</u>	<u>YTD Totals</u>
Congregate Meals	4685	50,677
Unduplicated Persons	32	875
Home Delivered Meals	8504	80,036
Unduplicated Persons	32	581
Transportation	624	11,085
Unduplicated Persons	10	395

### Regional Development Department

<u>Projects</u>	<u>Total Grant Award</u>	<u>Award Date</u>	<u>End Date</u>	<u>% Complete</u>
<b>CDBG:</b>				
City of Avery	\$275,000	9.15.16	9.14.18	95%
<b>EDA:</b>				
Sulphur Springs/Mt. Vernon	\$1,500,000	1.18.18	1.18.23	5%
TexAmericas Center	\$1,500,000	9.30.16	9.29.21	70%
<b>TCF:</b>				
City of Sulphur Springs	\$750,000	9.6.18	9.5.21	0%
Tex Americas Center	\$750,000	8.31.15	4.30.19	50%
<b>EDA Planning</b>	\$210,000	1.1.18	12.31.20	Ongoing

# ArkLaTexoma Four-state Regional Leadership Institute

## AGENDA

September 5-6 2019

### Texarkana

#### Kick-off Retreat

4:00- 5:00 PM	Registration
5:00 -6:00 PM	Dinner
6:00- 6:15 PM	Welcome, Introductions and Housekeeping
6:15 -7:30 PM	Understanding the ArkLaTexoma Region <i>AEDI Data Presentation</i> <i>Carlos Silva Economist</i>
9:00-10:15 AM	Regionalism 101 <i>David Warm</i> <i>Director-Mid-America Regional Council</i>
10:15-10:30 AM	BREAK
10:30-12:00 PM	Leadership 201 <i>George Manning</i> <i>Author: The Art of Leadership</i>
12:00- 1:00 PM	LUNCH
1:00 – 2:30 PM	Region's Best Practices/Communities Working Together
2:30 - 2:45 PM	BREAK
2:45 –3:30 PM	Introduction to Institute Project <ul style="list-style-type: none"><li>• Topic</li><li>• Assignment of teams</li><li>• Team communication</li><li>• Planning process</li></ul>

**October 18, 2019**

### Hope, Arkansas

#### Community Development

8:30 – 9:00 AM	Project Progress Report
9:00 – 9:30 AM	Introduction to Community Development
9:30 – 10:30 AM	Defining Your Community
10:30- 10:45 AM	BREAK
10:45 -12:00 PM	Engaging Your Community
12:00 -1:00 PM	LUNCH

1:00 – 2:15 PM

Community Development in ArkLaTexoma  
*Best Practices: Hempstead Hall, De Queen*

2:15 – 2:30 PM

BREAK

2:30 – 4:00 PM

Leadership Session  
*Understanding Power and Building a  
Positive Work Culture  
Randy Wright and Grainger Ledbetter*

## **December 6, 2019**

### **BROKEN BOW, OKLAHOMA**

Hochatown Treehouse

Economic Development

8:30 – 9:00 AM

Project Progress Report

9:00 – 9:30 AM

Introduction to Economic Development

9:30 – 10:30 AM

Profiling Your Economic Community (1)

10:30- 10:45 AM

BREAK

10:45 -12:00 PM

Profiling Your Economic Community (2)

12:00 -1:00 PM

LUNCH

1:00 – 2:30 PM

Making it Work

*Best Practices*

2:30 – 2:45 PM

BREAK

2:45 – 4:00 PM

Leadership Session

*Leadership Principles and Team Concepts*

*Randy Wright and Grainger Ledbetter*

## **January 17, 2020**

### **Texarkana**

Healthcare/Housing

8:30 – 9:00 AM

Project Progress Report

9:00 – 10:10 AM

Healthcare

*Christus St. Michael and UAMS Texarkana*

10:15 – 10:30 AM

BREAK

10:30-11:15 AM

Infrastructure

*Ritchie Grocery Building*

11:15- 12:00 AM

Housing

12:00 -1:00 PM

LUNCH



1:00 – 2:30 PM	'Best Practices' Presentations
2:30 – 2:45 PM	BREAK
2:45 – 4:00 PM	Leadership Session <i>Leadership Ethics</i> <i>Randy Wright and Grainger Ledbetter</i>

## February 28, 2020

### Sulphur Springs, Texas

#### Workforce

8:30 – 9:00 AM	Project Progress Report
9:00 – 9:45 AM	Identifying a Qualified Workforce
9:45 – 10:30 AM	Aligning Workforce with Economic Needs
10:30- 10:45 AM	BREAK
10:45 -12:00 PM	Workforce Training and Recruitment
12:00 -1:00 PM	LUNCH
1:00 – 2:30 PM	Workforce Development <i>(Best Practices: Mike Gerfen)</i>
2:30 – 2:45 PM	BREAK
2:45 – 4:00 PM	Leadership Session Performance Management <i>Randy Wright and Grainger Ledbetter</i>

## April 3, 2020

### SHREVEPORT, LOUISIANA

#### Entrepreneurship/Small Business/Innovation-Marketing

8:30 – 9:00 AM	Project Progress Report
9:00 – 10:30 AM	Home Grown Economic Development (1) <i>Supporting Small Business Development</i>
10:30- 10:45 AM	BREAK
10:45 -12:00 PM	Home Grown Economic Development (2) <i>Marketing</i>
12:00 -1:00 PM	LUNCH
1:00 – 2:00 PM	Leadership Session <i>Art of Persuasion/Managing Conflict</i> <i>Randy Wright and Grainger Ledbetter</i>
2:00 – 2:15 PM	BREAK
2:15 – 4:30 PM	Visit to LA Tech Center for Innovation <i>Cyber security</i>

**May 14-15 2020**  
**TEXARKANA**  
Final Session (Overnight)

5:00 -6:00 PM	Dinner
6:00- 7:30 PM	Leadership Session <i>The Road Ahead and Change: George Manning</i>
9:00-10:30 AM	Project Presentations
10:15-10:30 AM	BREAK
10:30-12:00 PM	Graduation Ceremony and What's Next?

### Presenters

**David Warm** has been the Executive Director of the Mid-America Regional Council since July 1990. Prior to coming to MARC, David was the city administrator of Liberty, Missouri, and also served in administrative positions with the city of Kansas City, Missouri

**George Manning** is a professor of Psychology and Business at Northern Kentucky University, and consultant to business, industry and government. He is known internationally as a speaker and author of eleven books including *The Art of Leadership*.

### AEDI Instructors

**Carlos G. Silva** is a Regional Economist at Arkansas Economic Development Institute (AEDI) at the University of Arkansas at Little Rock. He is a research professional with a Master of Science in Applied Economics with a specialization in Natural Resource Economics from Utah State University, and a Doctoral degree in the field of Economic Development from New Mexico State University.

**Randall Wright**, Deputy Director of the Institute for Economic Advancement at UALR, is an attorney of 35 years. As an instructor and presenter he has developed curriculum and taught courses in Interpersonal Negotiations, Conflict Management, Business Communications, Organizational Behavior, Rhetoric, Business and Employment Law, Human Relations and Business and Economic Development Ethics

**Michael Gerfen** has worked in the area of Workforce Development for AEDI over 15 years. His primary focus is supporting workforce development efforts across the state through training and technical assistance. Mike received his Masters in Adult Education from the University of Arkansas at Little Rock in 2005 and his Bachelors in Industrial Technology from Southern Illinois University at Carbondale in 1986.

**Grainger Ledbetter** is an assistant research specialist with AEDI and has extensive experience in leadership, negotiations and organizational planning. He has developed curriculum and taught courses in a number of leadership areas including organizational planning and decision-making, situational and team leadership, dealing with conflict, effective meetings, dealing with volunteers and the public and distributive negotiations.