

West Central Texas Council of Governments
**Annual Board of
 Directors Meeting 2025**

November 5, 2025



WEST CENTRAL TEXAS COUNCIL OF GOVERNMENTS

59th Annual Meeting

November 5, 2025 | 12:00 P.M.

Hendrick's Service Center | Abilene, Texas

AGENDA

Call to Order

Judge Dale Spurgin | Jones County | President, WCTCOG

Invocation

Judge Michael Roach | Stephens County | First Vice President, WCTCOG

Pledge of Allegiance

Judge Ken Holt | Fisher County | WCTCOG

Introduction of Head Table & Guest Recognition

Mayor David Perry | City of Gorman | Second Vice President, WCTCOG

Presentation of WCTCOG Work Program

Judge Spurgin | President, WCTCOG

Presentation of 2026 WCTCOG Budget & Membership Dues

Judge Phil Crowley | Taylor County | Secretary/Treasurer, WCTCOG

Election of 2026 WCTCOG Officers

Judge Billy Bledsoe | Coleman County

Introduction of Speaker

Judge Spurgin | President, WCTCOG

Keynote Address

Representative Stan Lambert | 71st District | State of Texas

Presentation of Awards

Judge Holt | WCTCOG

Remarks and Introduction of New President

Judge Spurgin | President, WCTCOG

Adjournment

Judge Spurgin | President, WCTCOG

WHO ARE WE

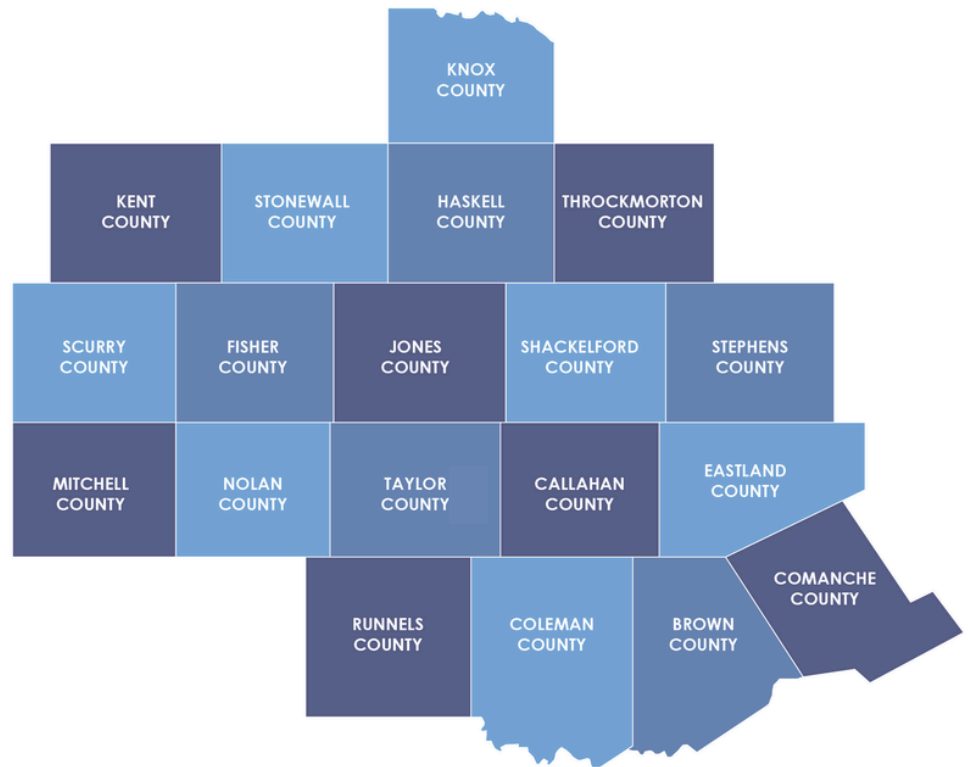
West Central Texas Council of Governments (WCTCOG) is a voluntary association organized to promote area-wide planning and cooperation among local governments. The mission of WCTCOG is to assist local governments to improve conditions for the health, safety, and general welfare of their citizens, plan for future development for the area, make efficient and economical use of public funds through regional coordination, to eliminate waste from duplication, and assist member governments in solving current and long-range problems.

WCTCOG conducts planning, assists in implementing plans, contracts for services with local governments, reviews and comments on grant applications, and provides technical assistance to local governments.

MAJOR PROGRAMS

- Regional 9-1-1
- Aging and Disability Resource Center
- Area Agency on Aging
- Area Health Education Center
- Community & Economic Development
- Criminal Justice Planning
- Economic Development District
- Environmental Services
- Homeland Security
- Hazard Mitigation
- Pipeline Safety
- Law Enforcement Training
- Shallow Subsidy for Veteran Families
- Supportive Services for Veteran Families
- Other Regional Services

WCTCOG COUNTIES



Meeting Purpose: As stated in the By-laws

...to encourage and assist local units of governments to join and cooperate with one another to improve the health, safety, and general welfare of their citizens and to plan for the future development of the area embraced by the communities within the area; to assist member units in solving current problems and completing capital improvements; and to establish regional coordination and communication to help eliminate monetary waste from duplication and misapplication.

Aging and Disability Resource Center Program

2026 Work Program

PLANNED PROGRAM ACTIVITIES PERFORMANCE/GOALS & OBJECTIVES

- Educate professionals, persons with disabilities, those over 60, families, and partners about options counseling services throughout Council-Aging and Disability Resource Center (ADRC) service areas.
- Initiate highly visible and trusted information resources to consumers and service providers via increased web and media presence.
- Continue to establish Memorandum of Understandings with Key Partnering Agencies.
- Maintain Steering Committee, consisting of consumers and partnering agency staff, ensuring diversity of backgrounds.
- Initiate and/or coordinate community education opportunities in the region surrounding key areas such as long-term services, caregiving, health and wellness opportunities, and housing options for seniors and person with disabilities.
- Continue Long Term Services and Support programs to assist consumers with long term planning, housing options, and coordination of short-term services with community partners.
- Participate in statewide standards for Medicare Benefit Counseling as needed for benefits, services and supports.
- Review and apply for additional funding sources to continue, expand, and sustain ADRC functions.
- Ensure all required state and federal reports are submitted within deadline.
- Provide self-advocacy and leadership development skills trainings to individuals with disabilities and their allies. Submit timely reports to funding source.
- Provide training to individuals with disabilities, family caregivers and people working with individuals with disabilities on sexual assault topics.

PLANNED PRODUCTIVITY STRATEGIES

- Regularly meet with a minimum of 20 local community service partners.
- Establish paper and online marketing venues including consumer access to local, state, and federal provider information.
- Hold quarterly steering committee meetings.
- Continue to meet with partnering agencies to obtain current referral and eligibility processes.
- Hold annual cross-training meetings with community partners to collaborate referral protocols, eligibility criteria, and create standardized referral process.
- Host training opportunities for consumers and service providers, based on needs assessment, including long term planning symposiums.
- Create culturally sensitive and diverse outreach materials and maintain website.
- Staff to attend appropriate benefits counseling training to provide ongoing assistance to consumers, caregivers, and family members.
- Apply for appropriate funding to support, improve, or increase ADRC functions and expand services to families residing in the 19 counties of the Council region.
- Submit all required documentation and reports to federal and state agencies on or before required deadline.
- Provide assistance & information for individuals applying for long-term services.
- Provide respite services to family caregivers of a child(ren) or family member with a disability.
- Maintain an affordable and accessible housing inventory list for all 19 counties.
- Provide self-advocacy training to persons with a disability and/or their family caregivers.
- Provide sexual assault trainings to persons with disabilities, family caregivers and members of the community who work with persons with disabilities.

Area Agency on Aging 2026 Work Program

PLANNED PROGRAM ACTIVITIES PERFORMANCE/GOALS & OBJECTIVES

- A minimum of 6,500 unduplicated elderly persons and/or their family caregivers will be served directly by appropriate resources, including information and referral services, caregiver support services, service coordination, benefits counseling, outreach and awareness, meals, transportation, and evidence-based programming.
- A minimum of 1,850 persons will receive direct short-term services such as emergency response equipment, homemaker or chore services, personal assistance, transportation, small residential repairs, temporary financial assistance, respite, and services coordination.
- Availability of evidence-based health and wellness programs will be increased throughout the 19-county service region. Programs will include Texercise Select, Virtual Dementia, and Dementia Live.
- A minimum of 65,000 Congregate Meals for 870 seniors, 119,500 Home Delivered Meals for 980 seniors, and 1,600 one-way rides for 78 seniors will be provided throughout the 19-county region.
- A minimum of 30 family caregiver and/or support group events will take place in partnership with the Alzheimer's Association in FY26.
- The Ombudsman program staff will provide assistance to residents in nursing and assisted living facilities and resolve any complaints at a rate of 92%.
- Staff will provide outreach throughout the region at a minimum of 4 Medicare benefits counseling enrollment events per month covering Medicare, Part D, Medigap, Supplemental plans, QMB, SLMB, QI, and/or Extra Help programs for senior citizens and persons with disabilities; and assist a minimum of 1,750 consumers with information, plan enrollment and individual client contacts as appropriate and requested throughout the year.
- Assisted living and nursing home facilities will be visited quarterly by an active certified Ombudsman, volunteer, and/or staff.
- Staff will establish outreach events, targeting potential volunteers for the Ombudsman program to increase the number of active certified volunteers who can assist staff in site visits or resolution of resident complaints.

PLANNED PRODUCTIVITY STRATEGIES

- Conduct outreach via phone and in person to enhance awareness of available access, assistance services and resources and to collaborate with community partners about streamlining access procedures across all 19 counties.
- Collaborate with community partners for metropolitan and rural emergency preparedness, and work to increase disaster awareness in target populations.
- Continue to seek and develop public-private partnerships to enhance programs and services.
- Continue advocacy efforts to prevent elder abuse and help seniors with their rights and benefits, especially Medicare.
- Arrange, manage and/or coordinate resources and information services with target populations and/or family caregivers to achieve the highest level of physical & cognitive health, independent functioning, optimal aging and family caregiving with a focus on service delivery to very rural areas of the 19-county service region.
- Provide congregate and home-delivered meals at nutrition sites and in clients' homes that are Dietary Reference Intake (DRI) compliant per State requirements.
- Train and certify 4 new Volunteer Ombudsman and provide training for nursing and assisted living facility staff and administrators.
- Advocate for the rights of residents in nursing homes and assisted living facilities in response to complaints and conduct follow-up activities.
- Provide demand/response transportation services to / from senior centers and other locations including transportation to medical appointments. (As funding allows)
- Communicate with regional Texas Silver-Haired Legislators about aging activities/issues through Citizens Advisory Council meetings.
- Continue staff training, locally, regionally, and state-wide, while networking with the statewide AAAs to ensure the best programming and service practices.
- Continue to provide evidence-based programs including Dementia Live Tours for caregivers, Virtual Dementia, and Texercise Select.

Area Health Education Center 2026 Work Program

PLANNED PROGRAM ACTIVITIES PERFORMANCE/GOALS & OBJECTIVES

- Big Country AHEC will improve healthcare workforce distribution within its designated 28-county region, particularly among rural and underserved populations.
- Big Country AHEC will prepare a diverse and culturally competent primary care workforce, representative of the community we serve.
- Big Country AHEC will develop and maintain a health care workforce that is prepared to deliver high quality care in a transforming health care delivery system with an emphasis on rural and underserved areas and communities.

PLANNED PRODUCTIVITY STRATEGIES

- Recruit 30 students per center per year for the AHEC Scholar Program.
- Resident scholars will receive 40 hours of didactic material in Year One and Year Two of the program for a total of 80 hours.
- 75% of students accepted into the program will be from minority or underserved backgrounds.
- Increase health professions exposure for high school students.
- Will conduct an annual community needs assessment of one or more of the counties we serve.
- 5-10 students will attend Community Health Worker Training
- Incorporate cultural competence modules into all AHEC Scholars program, Community-Based Experiential Learning Training, Continuing education, and pipeline programs.
- Educate health profession students about health care transformations related to new payment and quality care models through AHEC Scholars Program.
- Prepare education materials related to new health care delivery systems and models.
- Transformative and regulatory health care information will be available online through continuing education units for health care profession preceptors each year.

Community and Economic Development 2026 Work Program

PLANNED PROGRAM ACTIVITIES PERFORMANCE/GOALS & OBJECTIVES

- Equip communities with technical assistance for development projects through three key areas: grant writing support, research and analysis, and general informational guidance.
- Disseminate information on community and economic development resources, with emphasis on Texas Department of Agriculture programs including Fair Housing initiatives and CDBG grant opportunities; as a certified administrator, provide grant writing and administration services for CDBG funding
- Deliver USDA Rural Business Development Grant services to Brown, Eastland, Jones, and Coleman counties, focusing on strategic planning, operational improvements, and digital innovation for rural businesses, alongside support for EDCs seeking development opportunities

PLANNED PRODUCTIVITY STRATEGIES

Keep regional stakeholders informed of available funding opportunities, engage with city and county officials to identify community needs, and provide resources to support project development

Host workshops on Fair Housing compliance and requirements

- Conduct Fair Housing education sessions for local officials.
- Provide training on CDBG application processes and eligibility
- Conduct business assessments and strategic planning sessions.
- Provide one-on-one business consulting and coaching.
- Meet with lenders throughout the region to inform them about the department's Revolving Loan Fund (RLF) Program.

Criminal Justice Planning 2026 Work Program

PLANNED PROGRAM ACTIVITIES PERFORMANCE/GOALS & OBJECTIVES

- Assist/facilitate 14 Community Planning meetings.
- Process 30 grant applications.
- Criminal Justice Planning Program will provide general planning and coordination activities.
- Criminal Justice Planning Program will regularly communicate with Criminal Justice stakeholders.

PLANNED PRODUCTIVITY STRATEGIES

- Assist in facilitating Community Planning activities.
- Receive, review, and prioritize grant applications as directed by the Office of the Governor, Criminal Justice Division's Public Safety Office.
- Provide technical assistance to local jurisdictions, as requested.
- Coordinate activities for issues related to criminal justice, juvenile justice, delinquency prevention, victim services, and related topics throughout the year.
- Will regularly communicate with Criminal Justice stakeholders, including grantees, law enforcement, non-profit organizations and other units of government when developing the region's strategic plan.

Economic Development District 2026 Work Program

PLANNED PROGRAM ACTIVITIES PERFORMANCE/GOALS & OBJECTIVES

- Maintain up-to-date data to inform the region's 2025-2030 Community Economic Development Strategy (CEDs)
- Facilitate economic growth and development within the region's designated EDA district.

PLANNED PRODUCTIVITY STRATEGIES

- Coordinate with the Economic Development Administration, United States Department of Agriculture, and other governmental partners to create and implement regional projects
- Conduct regional economic assessments and identify growth opportunities
- Convene stakeholders, including businesses, local governments, educational institutions, and nonprofits
- Facilitate regional collaboration on economic development initiatives
- Build relationships with private sector investors and lenders

Environmental Services 2026 Work Program

PLANNED PROGRAM ACTIVITIES PERFORMANCE/GOALS & OBJECTIVES

- Provide aid to communities for specific regional permitting and registration.
- Continue the management of Regional Solid Waste Management Program.
- Continue the management of the Regional Closed Landfill Inventory.
- Continue development and promotion of Environmental Education/ Awareness in schools.
- Assist communities in developing strategies for source reduction and recycling.
- Develop programs to assist communities in controlling or stemming illegal dumping.
- Develop cost-effective, efficient and environmentally suitable regional solid waste management systems.
- Conduct regional solid waste planning.

PLANNED PRODUCTIVITY STRATEGIES

- Prepare and submit a Regional Solid Waste Management funding plan to State agencies.
- Maintain Regional Solid Waste Management Plan 2022-2042. Maintain a Regional Closed Landfill Inventory and review it yearly. Maintain Natural Resource Advisory Committee.
- Develop and implement a project selection process.
- Conduct Municipal Solid Waste Facility Registration and/or Permit applications/amendments/modifications, and application conformance reviews as needed.
- Conduct Municipal Solid Waste Facility Pre-application conformance reviews.
- Conduct site visits with solid waste management grantees, as needed.
- Promote and facilitate six waste reduction, recycling, composting and clean-up events within a 19-county region.
- Provide technical assistance to communities for the waste minimization and the reduction of solid waste disposal to area landfills.
- Administer Solid Waste Pass Through Grant Sub-grant awards.
- Provide communities with technical assistance for solid waste management issues.
- Provide technical assistance for communities on recycling and waste minimization best practices basics.
- Maintain and promote regional solid waste information resource center of education and outreach materials.
- Research and apply for additional funding sources.

Hazard Mitigation 2026 Work Program

PLANNED PROGRAM ACTIVITIES PERFORMANCE/GOALS & OBJECTIVES

- Administer relevant hazard mitigation grants through the FEMA Hazard Mitigation Grant Program (HMGP) as funding opportunities are made available and needed. Grants are released on a rolling basis determined by disaster declarations.
- Assess the needs and risks of the region to determine applicable and relevant projects to pursue for planning and mitigation. Ensure projects like the Comprehensive Plans, Community Wildfire Protection Plans, and Slip-On Tanker are efficiently integrated into the relevant Hazard Mitigation Plan to ensure continuity.
- Develop and apply for various grants to strengthen the region's position on Hazard Mitigation. Funding sources can include but limited to,
 - General Land Office
 - Comprehensive Plans
 - Community Wildfire Defense Grants
 - Community Wildfire Protection Plans
 - Department of the Interior
 - Slip-on Tankers
- Educate local officials on available resources and processes for mitigation activities.
- Continue to migrate current plans from sub-regional to individual county plans to improve mitigation strategy.
- Ensure continuity between current and future plans and projects.
- Update pertinent data or changes to action items or critical infrastructure as needed.

PLANNED PRODUCTIVITY STRATEGIES

- Update/Review:
 - Regional Hazard Mitigation Plans as needed
 - Grant applications for projects
- Assist jurisdictions with:
 - Project preparation and funding
 - Assessing needs and risks of the community
 - Developing mitigation strategies · Plans for project completion
 - Developing strong applications for HMGP or other funding sources
 - Final project inspection and grant closeout as needed
- Develop:
 - Funding opportunities and projects for entities.
 - Completed paperwork to State or Federal Agencies
 - Overall satisfaction with outcome
 - Technical assistance in grant preparation
 - Educational opportunities for resources and processes
- Provide:
 - Strong mitigation strategies for local jurisdictions
 - Continuity between all community plans and efforts
 - Dependable mutual relationships with local stakeholders

Homeland Security 2026 Work Program

PLANNED PROGRAM ACTIVITIES PERFORMANCE/GOALS & OBJECTIVES

- Enhance regional preparedness by strengthening capabilities across the five core mission areas: Prevention, Protection, Mitigation, Response, and Recovery.
- Conduct regional training and exercises, facilitating planning and coordination meetings, and providing technical assistance to jurisdictions on emergency management operations, grants, MOUs, and other local needs.
- Support Community Emergency Response Teams (CERT), Critical Infrastructure Protection, Information and Intelligence Sharing, and the development of Interoperable Emergency Communications System.
- Assessing regional needs and capability gaps, guiding funding decisions, and assisting jurisdictions with grant identification, application development, investment justifications, and compliance.
- Ensure alignment with national and state priority areas to ensure funding eligibility.
- Provide specific investments into the national priority areas or Law Enforcement Terrorism Prevention Activities (LETPA), Information & Intelligence Sharing / Cooperation, Protection of Soft Targets /Crowded Places, Community Preparedness and Resilience, Combating Domestic Violent Extremism, and Interoperable Emergency Communications.
- Ensure communities across the region are fully prepared to prevent, respond to, and recover from terroristic incidents as well as natural and manmade disasters through proactive planning, effective collaboration, and strategic use of resources.

PLANNED PRODUCTIVITY STRATEGIES

- Update and maintain essential regional planning documents:
 - Threat Hazard Identification and Risk Assessment (THIRA)
 - Regional Stakeholder Preparedness Report (SPR)
 - Regional Implementation Plan (IP)
 - Regional Interoperability Communications Plan (RICP), that aligns with the Texas Statewide Interoperable Communications Plan (TSCIP).
 - Regional emergency response plans
- Jurisdictional Support & Regional Coordination, ensuring ongoing compliance and readiness:
 - Technical assistance for emergency management operations, policy development, resolutions, and maintaining Intermediate Preparedness Levels.
 - Grant support, including funding identification, investment justifications, and compliance guidance.
 - Memorandum of Understanding (MOU) development and execution with the SWIC to support Interoperable Communications
 - Training, exercises, and coordination to enhance regional capabilities and close identified gaps.
- Program Development & Strategic Alignment:
 - Implement a common programming protocol aligned with the Texas Statewide Interoperability Channel Plan (TSCIP).
 - Support development and deployment of a Mass Emergency Notifications System to alert the public to threats and hazards.
 - Participate in state level strategic planning sessions to align regional initiatives with evolving state and federal priorities.
- Regional Planning & Facilitation:
 - Facilitate Homeland Security Advisory Committee (HSAC)
 - Facilitate Interoperable Communications and Critical Infrastructure Protection / Intelligence and Information Sharing Focus Groups and Training
 - Coordinate focus group engagement to gather input and establish priority actions.
 - Conduct regional needs and risk assessments to guide investment and planning decisions.
 - Prepare submit investment justifications in support of homeland security funding.
- Statewide Engagement & Collaboration:
 - Texas Association of Regional Councils (TARC)
 - Texas Department of Public Safety – Homeland Security Division
 - Office of the Governor – Public Safety Office (OOG – PSO)
 - Texas Critical Infrastructure Protection Task Force (TCIP)
 - Critical Infrastructure Resilience Task Force (CIRTF)
 - Statewide Interoperability Coordinator (SWIC) initiatives
 - Texas Interoperable Communications Coalition (TxICC)
 - Texas Statewide Communications Interoperability Plan (TXSCIP) Working Group

Individual Saferoom 2026 Work Program

PLANNED PROGRAM ACTIVITIES PERFORMANCE/GOALS & OBJECTIVES

- Promote the Individual Saferoom Program to provide safe rooms across the region.
- Process applications and award rebates to qualifying homeowners.
- Submit rebates to FEMA on behalf of homeowners and administrator checks when rebates are approved.
- Assess regional needs and apply for additional funding as needed and available.

PLANNED PRODUCTIVITY STRATEGIES

- Update/Review:
 - Regional needs for additional Saferooms
- Assist Homeowners with:
 - Initial application process
 - FEMA rebate procedure
- Provide:
 - Resources for homeowners to successfully install saferoom and receive rebate
- Create/Build:
 - Efficient process to ensure program is adequately administered and saferooms are awarded.

Law Enforcement Training 2026 Work Program

PLANNED PROGRAM ACTIVITIES PERFORMANCE/GOALS & OBJECTIVES

- Conduct 2 Basic Peace Officer Licensing Courses.
- Conduct 2 Basic Corrections Officer Licensing Courses.
- Conduct 2 Basic Telecommunicator Licensing Courses.
- Conduct 40 in-service courses for public safety professionals.
- Conduct 2 School Marshal Certification Courses.
- Conduct 20% of courses in auxiliary sites within the region.

PLANNED PRODUCTIVITY STRATEGIES

- Offer Basic Level Certification courses such as Peace Officer, Corrections Officer, and Telecommunicator, as needed or requested.
- Offer in-service law enforcement and public safety training, as needed or requested.
- Offer School Marshal certification and renewal courses, as requested.
- Seek additional funding sources to bolster training funds.

New Housing Vision Program 2026 Work Program

PLANNED PROGRAM ACTIVITIES PERFORMANCE/GOALS & OBJECTIVES

- A minimum of 42 neighborhood families will receive case management services, referrals, and coordinated assistance. Neighbors will receive assistance through rental payments, security deposits, and utility assistance on behalf of the household.
- Facilitate meetings with key community partners to provide Coordinated Entry and intermediate-term rental subsidy to neighbors needing assistance.
- Staff will outreach throughout the region to provide information and establish contracts with property managers throughout the region.
- Participate with Texas Homeless Network to promote and participate in public awareness campaigns on issues of homelessness in Texas.
- Coordinate with CoC Balance of State to effectively address neighbors in need throughout the region.
- Staff will outreach throughout the region and continue to establish Memorandum of Understanding with partnering agencies.
- Staff will participate in outreach events targeting neighbors in need.
- Ensure all required state and federal reports are submitted within deadline.

PLANNED PRODUCTIVITY STRATEGIES

- Conduct outreach to enhance awareness of available services and resources to neighbors utilizing the program. New Housing Vision will collaborate with community partners about streamlining access procedures across all 17 counties.
- Seek and develop partnerships to enhance services to neighborhood families.
- Meet with local partnering agencies to obtain current referral and eligibility process.
- Staff will work with participating neighbors to establish achievable goals throughout the duration of assistance.
- Staff will work with neighbors to provide referrals for long term services and supports that will assist them in remaining housed in their community.
- Staff will arrange, manage and/or coordinate resources and information services with neighbors to achieve the highest level of assistance with a focus on service delivery to very rural areas of the 17-county service region.
- New Housing Vision, West Texas Homeless Network and its partnering agencies have a goal of making homelessness something that is rare, brief, and nonrecurring. This means reaching a level known as “functional zero”. Functional Zero was obtained in November for Taylor County. The goal is to replicate this process and extend it to the additional 16 counties served in our region by New Housing Vision.

Pipeline Safety 2026 Work Program

PLANNED PROGRAM ACTIVITIES PERFORMANCE/GOALS & OBJECTIVES

- Public Outreach and Education
 - Continue to deliver public education on the 811 Call-Before-You-Dig Program
 - Conduct educational outreach in each WCTCOG subregion.
 - Continue the “\$80,000 Rosebush” awareness campaign as part of educational outreach
 - Attend and participate in the annual Texas 811 Summit.
- Training and Preparedness Promote and/or facilitate the following
 - HazMat Awareness training
 - HazMat First Responder Operations training
 - Pipeline Emergency Awareness training
 - Pipeline Emergency Operations training
 - ICS-300 Intermediate Incident Command System for
- Expanding Incidents training
 - ICS-400 Advanced Incident Command System training
 - Ensure proper training on all newly acquired equipment is provided to the receiving jurisdictions.
 - Provide county specific pipeline and utility information to assist first responders and emergency managers in planning and response.
 - Provide gas detection equipment to seven (7) fire departments across Scurry, Kent, Fisher, and Mitchell Counties.
 - Equip Snyder Fire Department with electronic hardware/software to develop pipeline emergency scenarios. These scenarios will support planning, training, and exercises for use regionwide.
- Regional Engagement and Cooperation
 - Attend meetings and engage with fire departments across the region, including both volunteer and full-time departments.
 - Coordinate directly with FDs to assess needs and build relationships related to pipeline emergency response.
 - Host networking events for the FDs, pipeline operators, and emergency personnel to enhance regional collaboration
 - Continue to participate and/or facilitate Big Country Damage Prevention Council meetings.
 - Incorporate Pipeline Operators into Hazard Mitigation Planning and raise awareness of the Pipeline Emergency Responder Initiative.

PLANNED PRODUCTIVITY STRATEGIES

- Building Regional Capability
 - Strengthening existing regional emergency response capabilities by promoting cooperation and mutual aid.
 - Foster communication between pipeline operators, first responders and emergency management personnel to improve hazardous materials and pipeline incident response.
 - Focus on developing a regional communications network among the 100+ volunteer and paid fire departments.
- Addressing Gaps and Enhancing Training Access
 - Identify and address regional capability gaps through: Communications, targeted training programs, improved stakeholder communications
 - Accommodate volunteer responders’ limited availability by offering at least one training course per topic on a Saturday or Sunday.
 - Training course logistics (time & location) will be based on advanced student enrollment, trainer availability, and facility readiness.
- Community Engagement
 - Participate in community events across the region to build public awareness of pipeline safety and emergency operations.

Regional 9-1-1 2026 Work Program

PLANNED PROGRAM ACTIVITIES PERFORMANCE/GOALS & OBJECTIVES

- Hold 18 Telecommunicator classes.
- Train 150 Telecommunicators.
- Distribute 80,000 9-1-1 public education items throughout the region.
- 9-1-1 social media sites will secure 25,000 views to educate social media users in the region using current social media platforms (Facebook, Instagram, X, YouTube).
- Telecommunicators will respond to 95,000 9-1-1 calls from residents and visitors in the region.
- 9-1-1 Telecommunicators will respond to 87,000 wireless 9-1-1 calls (87%) from citizens and visitors in the region.
- 9-1-1 Telecommunicators will respond to 12,000 wireline 9-1-1 calls (12%) from citizens and visitors in the region.
- 9-1-1 Telecommunicators will respond to 1,200 text-to-911 messages (1%) from citizens and visitors in the region.
- Staff will maintain a regional 9-1-1 map with addressing accuracy in 18 counties using GIS Mapping Services, per State guidelines.
- Staff will provide GIS Mapping Services for 18 counties and 48 cities of the WCTCOG region assigning over 1,600 accurate 9-1-1 addresses, as requested by the region's residents and stakeholders.

PLANNED PRODUCTIVITY STRATEGIES

- Schedule and host telecommunicator training courses required for State mandated Telecommunicator licensing.
- Assign rural addresses and make corrections to addressing databases through telephone service provider interfaces.
- Update and maintain accurate 9-1-1 maps utilizing mapping software and global positioning system data.
- Provide GIS technical assistance and 9-1-1 maps to counties, cities and other stakeholders.
- Plan and implement 9-1-1 public education programs for schools, health fairs, and community events. Continue to utilize Cell Phone Sally & Friends educational videos and materials for children.
- Evaluate, purchase, and install 9-1-1 equipment as needed and as scheduled, through the strategic planning process.
- Monitor all 18 PSAPs to ensure Texas Commission on Emergency Communications rule compliance and for quality assurance of the regional 9-1-1 network.
- Continue scheduled upgrades to NextGen 9-1-1 ESInet network and PSAP workstations.
- My911shop.com will continue to provide quality 9-1-1 public education materials to customers in over 1,600 public safety agencies across the US, Canada, and Mexico.

Support Services for Veteran Families

2026 Work Program

PLANNED PROGRAM ACTIVITIES PERFORMANCE/GOALS & OBJECTIVES

- A minimum of 265 Veteran Families will receive case management services, referrals, and coordinated assistance. Temporary financial assistance will be provided if needed in the following categories in FY26; rental assistance, security deposits, utility assistance, transportation, childcare.
- Facilitate meetings with key community partners to provide Coordinated Entry to Veterans needing assistance.
- Staff will participate in outreach events targeting Veterans benefits.
- Staff will outreach throughout the region and continue to establish Memorandum of Understanding with Partnering Agencies.
- Participate with Texas Homeless Network to promote and participate in public awareness campaigns on issues of homelessness in Texas.
- Coordinate with our CoC-Balance of State to effectively address our Veterans needs in our region.
- Ensure all required state and federal reports are submitted within guidelines.

PLANNED PRODUCTIVITY STRATEGIES

- Conduct outreach to enhance awareness of available services and resources to Veteran families. SSVF will collaborate with community partners about streamlining access procedures across all 25 counties.
- Continue to seek and develop partnerships to enhance programs and services.
- Meet with local VA offices and partnering agencies to obtain current referral and eligibility process.
- Staff will attend appropriate benefit training such as Medicare, Medicaid, VA Disability Compensation, SSDI and SSI to provide ongoing assistance to Veterans Families.
- SSVF will arrange, manage and/or coordinate resources and information services with Veterans to achieve the highest level of assistance with a focus on service delivery to very rural areas of the 25-county service region.
- Support Services for Veteran Families, West Texas Homeless Network and its partnering agencies have a goal of making Veteran homelessness something that is rare, brief, and nonrecurring. This means reaching a level known as “functional zero”. Functional Zero was obtained in November for Taylor County. Our goal is to replicate this process and extend it to the additional 25 counties served in our region by SSVF.

Shallow Subsidy Services for Veteran Families 2026 Work Program

PLANNED PROGRAM ACTIVITIES PERFORMANCE/GOALS & OBJECTIVES

- Veteran Families will receive rental assistance payments to landlords on behalf of the Veteran household. Veterans may qualify for a shallow subsidy that covers up to 50% of their rent amount up to 12 months, regardless of changes in the household income or monthly rent amount.
- Facilitate meetings with key community partners to provide intermediate-term rental subsidies to Veterans needing assistance.
- Staff will participate in outreach events targeting Veterans benefits.
- Staff will outreach throughout the region and continue to establish a contract with Property Managers.
- Participate with Texas Homeless Network to promote and participate in public awareness campaigns on issues of homelessness in Texas.
- Coordinate with our CoC-Balance of State to effectively address our Veterans' needs in our region.
- Ensure all required state and federal reports are submitted within deadline.

PLANNED PRODUCTIVITY STRATEGIES

- Conduct outreach to enhance awareness of available services and resources to Veteran Families. Shallow Subsidy will collaborate with community partners about streamlining access procedures across all 25 counties.
- Continue to seek and develop partnerships to enhance services to Veteran families.
- Meet with local VA offices and partnering agencies to obtain current referral and eligibility process.

WCTCOG Annual Organizational Budget--

All funds October 1, 2025 through September 30, 2026

Revenue:

Federal grants	\$	5,117,045
State grants		5,349,208
Program income		129,921
Membership dues		36,200
Local funds		4,026,184
Administration of partner programs		2,968,208
Total Revenues		17,626,766

Expenditures:

Personnel costs:		
Wages		6,203,036
Longevity wages		65,460
Employee benefits and retirement		46,057
Program and other operations		11,296,092
Total expenditures		17,610,645

Other Sources (Uses):

Reimbursement of building/IT/telecommunications operation costs		505,990
Less: Building/IT/telecommunications operations		(215,250)
Total other sources (uses)		290,740

Excess revenue and other sources over/under expenditures and other uses **306,861**

Other - Debt service

Line of credit repayment (internal loan)		(90,000)
Debt service (building)		(12,000)
Principal		(100)
Interest		
Total other - debt service		(102,100)

Projected net increase in fund balance **204,761**

Unassigned Fund Balance- Beginning (Projected) **1,377,686**

Unassigned Fund Balance- Ending (Projected) **\$ 1,582,447**

WCTCOG PROPOSED MEMBERSHIP DUES STRUCTURE 2026

Counties	\$.05 (CENTS) PER CAPITA
Cities	\$.05 (CENTS) PER CAPITA
Minimum for Cities & Counties	\$75.00
SCHOOL DISTRICTS over 10,000 enrollment	\$150.00
SCHOOL DISTRICTS under 10,000 enrollment	\$75.00
SWCDs and SPECIAL PURPOSE DISTRICTS	\$75.00

ASSOCIATE MEMBERSHIPS

CHAMBERS OF COMMERCE in cities over 10,000 population	\$150.00
CHAMBERS OF COMMERCE in cities under 10,000 population	\$75.00
POST-SECONDARY COLLEGES and UNIVERSITIES and SCHOOLS other than public and junior colleges that are tax-supported	\$150.00

WCTCOG Executive Committee 2025

		Term Began	Term Expires
REPRESENTING COUNTIES – Subregion I			
Judge Dale Spurgin	Jones County	2013	2025
Judge Nicki Harle – Alternate	Callahan County		
REPRESENTING COUNTIES – Subregion II			
Judge Ken Holt	Fisher County	2017	2025
Judge Dan Hicks – Alternate	Scurry County		
REPRESENTING COUNTIES – Subregion III			
Judge Ronnie Moorhead	Stonewall County	2025	2026
Vacant - Alternate			
REPRESENTING COUNTIES – Subregion IV			
Judge Michael Roach	Stephens County	2021	2025
Judge Stephanie Davis – Alternate	Comanche County		
REPRESENTING COUNTIES – Subregion V			
Judge Billy Bledsoe	Coleman County	2021	2026
Judge Julia Miller- Alternate	Runnels County		
REPRESENTING COUNTIES OF OVER 100,000 POPULATION			
Judge Phillip Crowley	Taylor County	2023	Local
REPRESENTING CITIES OF OVER 100,000 POPULATION			
Councilmember Travis Craver	City of Abilene	2023	Local
REPRESENTING CITIES OF OVER 10,000 BUT NOT IN EXCESS OF 99,999 POPULATION			
Councilmember Walker Willey	City of Brownwood	2019	Local
Mayor Stephanie Ducheneaux	City of Snyder	2025	Local
Councilmember John McPherson	City of Sweetwater	2024	Local
REPRESENTING CITIES OF 2,500 – 10,000 POPULATION			
Mayor Robert Mangrum	City of Early	2016	2025
Mayor Ruben Hurt- Alternate	City of Colorado City		
REPRESENTING CITIES UNDER 2,500 IN POPULATION			
Mayor David K. Perry	City of Gorman	2023	2026
Vacant- Alternate			
REPRESENTING INDEPENDENT SCHOOL DISTRICTS			
Mr. Michael Parker	Baird ISD	2025	2026
REPRESENTING SOIL AND WATER CONSERVATION DISTRICTS			
Mr. Robert Montgomery	Lower Clear Fork SWCD	2023	2026
REPRESENTING SPECIAL DISTRICTS			
Mr. Russell Berry	WCT Municipal Water District	2016	2025
REPRESENTING THE TEXAS LEGISLATURE			
State Representative Stan Lambert	71st District	2017	2026

WCTCOG Board of Directors 2025

REPRESENTATIVES OF COUNTIES

Judge Nicki Harle	Callahan County	Subregion I
Judge Dale Spurgin	Jones County	Subregion I
Judge John Viertel	Shackelford County	Subregion I
Judge Phil Crowley	Taylor County	Subregion I
Judge Ken Holt	Fisher County	Subregion II
Judge Michael Redwine	Mitchell County	Subregion II
Judge Whitley May	Nolan County	Subregion II
Judge Dan Hicks	Scurry County	Subregion II
Judge Kenny Thompson	Haskell County	Subregion III
Judge Layne Coulter	Kent County	Subregion III
Judge Don Thompson	Knox County	Subregion III
Judge Ronnie Moorhead	Stonewall County	Subregion III
Judge Caleb Hodges	Throckmorton County	Subregion III
Judge Stephanie Davis	Comanche County	Subregion IV
Judge David Hullum	Eastland County	Subregion IV
Judge Michael Roach	Stephens County	Subregion IV
Judge Shane Britton	Brown County	Subregion V
Judge Billy Bledsoe	Coleman County	Subregion V
Judge Julia Miller	Runnels County	Subregion V

REPRESENTATIVES OF COUNTIES OF OVER 100,000 POPULATION

Judge Phil Crowley	Taylor County	Subregion I
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REPRESENTATIVES OF CITIES OF OVER 100,000 POPULATION

Councilmember Travis Craver	City of Abilene	Subregion I
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REPRESENTATIVES OF CITIES OF OVER 10,000 BUT NOT IN EXCESS OF 99,000 POPULATION

Mayor Stephanie Ducheneaux	City of Snyder	Subregion II
Councilmember John McPherson	City of Sweetwater	Subregion II
Councilmember Walker Willey	City of Brownwood	Subregion V

REPRESENTATIVES OF CITIES OF LESS THAN 10,000 POPULATION

Mayor Laura Rozzelle	City of Blackwell	Subregion II
Mayor Robert Mangrum	City of Early	Subregion V
Mayor David K. Perry	City of Gorman	Subregion IV

WCTCOG Board of Directors 2025

REPRESENTATIVES OF SCHOOL AND JUNIOR COLLEGE DISTRICTS OF OVER 10,000 ENROLLMENT

Vacant

REPRESENTATIVES OF SCHOOL AND JUNIOR COLLEGE DISTRICTS OF LESS THAN 10,000 ENROLLMENT

Michael Parker

Baird ISD

Subregion I

REPRESENTATIVES OF SOIL AND WATER CONSERVATION DISTRICTS

Robert Montgomery

Lower Clear Fork SWCD

Subregion I

REPRESENTATIVES OF SPECIAL PURPOSE DISTRICTS

Russell Berry

WCT Municipal Water District

Subregion I

REPRESENTATIVE OF TEXAS STATE LEGISLATURE RESIDING WITHIN WCTCOG REGION

Representative Stan Lambert

71st District



Terms on the Board of Directors are for one year; if a member is elected to the Executive Committee, terms are for two years or by local appointment of the member's governing board, as appropriate, according to the WCTCOG By-Laws.

WCTCOG Executive Committee 2026

		Term Began	Term Expires
REPRESENTING COUNTIES – Subregion I			
Judge Nicki Harle	Callahan County	2026	2027
Judge John Viertel- Alternate	Shackelford County		
REPRESENTING COUNTIES – Subregion II			
Judge Ken Holt	Fisher County	2017	2027
Judge Dan Hicks – Alternate	Scurry County		
REPRESENTING COUNTIES – Subregion III			
Judge Ronnie Moorhead	Stonewall County	2025	2026
Vacant - Alternate			
REPRESENTING COUNTIES – Subregion IV			
Judge Michael Roach	Stephens County	2021	2027
Judge David Hullum – Alternate	Eastland County		
REPRESENTING COUNTIES – Subregion V			
Judge Billy Bledsoe	Coleman County	2021	2026
Judge Julia Miller- Alternate	Runnels County		
REPRESENTING COUNTIES OF OVER 100,000 POPULATION			
Judge Phillip Crowley	Taylor County	2023	Local
REPRESENTING CITIES OF OVER 100,000 POPULATION			
Councilmember Travis Craver	City of Abilene	2023	Local
REPRESENTING CITIES OF OVER 10,000 BUT NOT IN EXCESS OF 99,999 POPULATION			
Councilmember Walker Willey	City of Brownwood	2019	Local
Mayor Stephanie Ducheneaux	City of Snyder	2025	Local
Councilmember John McPherson	City of Sweetwater	2024	Local
REPRESENTING CITIES OF 2,500 – 10,000 POPULATION			
Mayor Robert Mangrum	City of Early	2016	2027
Mayor Berry Phillips- Alternate	City of Coleman		
REPRESENTING CITIES UNDER 2,500 IN POPULATION			
Mayor David K. Perry	City of Gorman	2023	2026
Vacant- Alternate			
REPRESENTING INDEPENDENT SCHOOL DISTRICTS			
Mr. Michael Parker	Baird ISD	2025	2026
REPRESENTING SOIL AND WATER CONSERVATION DISTRICTS			
Mr. Robert Montgomery	Lower Clear Fork SWCD	2023	2026
REPRESENTING SPECIAL DISTRICTS			
Mr. Russell Berry	WCT Municipal Water District	2016	2027
REPRESENTING THE TEXAS LEGISLATURE			
State Representative Stan Lambert	71st District	2017	2026

WCTCOG PROPOSED OFFICERS 2026



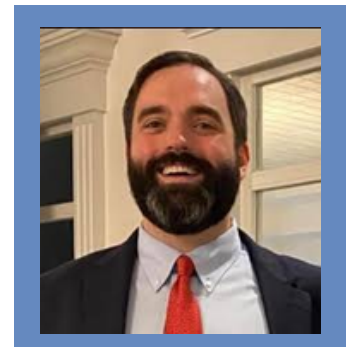
President:
Judge Ken Holt
Fisher County



First Vice President:
Judge Michael Roach
Stephens County



Second Vice President:
Mayor David Perry
City of Gorman



Secretary-Treasurer:
Judge Phil Crowley
Taylor County



Executive Committee terms are for two years; officer terms are for one year; an alternate's term is the same as that of the member he/she represents; "local" indicates a sustaining position on the Executive Committee -- the member filling the position serves at the pleasure of the governing body represented.

WCTCOG Board of Directors 2026

REPRESENTATIVES OF COUNTIES

Judge Nicki Harle	Callahan County	Subregion I
Judge Dale Spurgin	Jones County	Subregion I
Judge John Viertel	Shackelford County	Subregion I
Judge Phil Crowley	Taylor County	Subregion I
Judge Ken Holt	Fisher County	Subregion II
Judge Michael Redwine	Mitchell County	Subregion II
Judge Whitley May	Nolan County	Subregion II
Judge Dan Hicks	Scurry County	Subregion II
Judge Kenny Thompson	Haskell County	Subregion III
Judge Layne Coulter	Kent County	Subregion III
Judge Don Thompson	Knox County	Subregion III
Judge Ronnie Moorhead	Stonewall County	Subregion III
Judge Caleb Hodges	Throckmorton County	Subregion III
Judge Stephanie Davis	Comanche County	Subregion IV
Judge David Hullum	Eastland County	Subregion IV
Judge Michael Roach	Stephens County	Subregion IV
Judge Shane Britton	Brown County	Subregion V
Judge Billy Bledsoe	Coleman County	Subregion V
Judge Julia Miller	Runnels County	Subregion V

REPRESENTATIVES OF COUNTIES OF OVER 100,000 POPULATION

Judge Phil Crowley	Taylor County	Subregion I
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REPRESENTATIVES OF CITIES OF OVER 100,000 POPULATION

Councilmember Travis Craver	City of Abilene	Subregion I
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REPRESENTATIVES OF CITIES OF OVER 10,000 BUT NOT IN EXCESS OF 99,000 POPULATION

Mayor Stephanie Ducheneaux	City of Snyder	Subregion II
Councilmember John McPherson	City of Sweetwater	Subregion II
Councilmember Walker Willey	City of Brownwood	Subregion V

REPRESENTATIVES OF CITIES OF LESS THAN 10,000 POPULATION

Councilmember Berry Phillips	City of Coleman	Subregion V
Mayor Robert Mangrum	City of Early	Subregion V
Mayor David K. Perry	City of Gorman	Subregion IV
Commissioner Paul Huntington	City of Breckenridge	Subregion IV
Councilmember Collin Jacobs	City of Merkel	Subregion V

WCTCOG Board of Directors 2026

**REPRESENTATIVES OF SCHOOL AND
JUNIOR COLLEGE DISTRICTS
OF OVER 10,000 ENROLLMENT**

Vacant

**REPRESENTATIVES OF SCHOOL AND
JUNIOR COLLEGE DISTRICTS
OF LESS THAN 10,000 ENROLLMENT**

Michael Parker

Baird ISD

Subregion I

**REPRESENTATIVES OF SOIL AND WATER
CONSERVATION DISTRICTS**

Robert Montgomery

Lower Clear Fork SWCD

Subregion I

**REPRESENTATIVES OF SPECIAL
PURPOSE DISTRICTS**

Russell Berry

WCT Municipal Water District

Subregion I

**REPRESENTATIVE OF TEXAS STATE LEGISLATURE
RESIDING WITHIN WCTCOG REGION**

Representative Stan Lambert

71st District



Terms on the Board of Directors are for one year; if a member is elected to the Executive Committee, terms are for two years or by local appointment of the member's governing board, as appropriate, according to the WCTCOG By-Laws.

WCTCOG COMMITTEES 2026

ADRC STEERING COMMITTEE

Shenika Arredondo
Shelly Bailey
Teresa Bentle
Marci Leffler
Jennifer Farrar
Lynn Jackson
Alex Koons
Ashley Larry
Christal Martin
Erin Perkins
Tammy Smith
Cindy Trim
Jessy Watford
Taylor Woods

SILVER-HAIRED LEGISLATORS

Rea Berry
Barbara King

ADVISORY COUNCIL ON AGING

Shelly Bailey
Mindy Banister
Kristen Bishop
Max Ann Bowlin
Betty Brown
Nancy Byler
Aimee Colley
Bruce Davis
Angie Dees
Shelley Drennan
Tim Evans
Walter Graham
Ken Holt
Heather Hurtado
Lynn Jackson
Chris Johnson
Charlie Parker
Tammy Smith
Pam Sites
Marcus Wiley
Debra Young

CRIMINAL JUSTICE ADVISORY COMMITTEE

Lynda Allen
Richard Candelaria
Les Cogdill
Jon Cook
Che Corbin
James Fuller
Dan Hicks
Whitley May
Laura Rozzlle
Dan Wilson
Carrie Windham

LAW ENFORCEMENT

ADVISORY COMMITTEE

Dixon Bailey
Jon Cook
Jim Frazier
Brian Frieda
James Fuller
Larry Mahan
David Mercer
Cherri Stegemoeller
Sandi Sarringer
Scott Stevenson
Kim Vickers
Dan Wilson
Craig Griffis

HOMELAND SECURITY ADVISORY COMMITTEE

Vince Cantu
Mike Goetz
Tricia Grimshaw
Deedra Molotsky
John McPherson
Ed Miller
Mike Neal
Kim Roberts
Jimmy Watson

BIG COUNTRY DEVELOPMENT CORPORATION

Steve Collins
Gary Fuller

ECONOMIC DEVELOPMENT DISTRICT BOARD

Laura Bowers
Lori Dodd
Ken Holt
Barbara Leatherwood
Kim Little
Misty Mayo
Mary Ross

HOUSING FINANCE CORPORATION BOARD

Ken Holt
Kim Little
Michael Roach

REGIONAL 9-1-1 ADVISORY COMMITTEE

Jeremy Carter
Jason Weger
Les Cogdell
Edward Miller
Deedra Molotsky
Bill Mullen
Chris Pounds
Dale Spurgin

REVOLVING LOAN FUND

Lori Dodd
Zack Hines
Ken Holt
Barbara Leatherwood
Kim Little
Michael Roach

NATURAL RESOURCES TASK FORCE

Genny Abercrobie
Kelly Andrus
Jodie Brewster
Doug Burks
Jason Day
Jeremy Essary
Corey Jenkins
Ethan Kunkel
Jess Lewis
Jennifer Pacheco
Mike Perez
David Ratliff
Terry Simmons
E'Lisa Smetana
Dale Spurgin
Jim Winward
Henry Wied

AREA HEALTH EDUCATION CENTER ADVISORY COMMITTEE

Trisha Bos
Toni Brockway
Tina Butler
Vicki Calfa
Heather Guest
Missy Lewis
Robyn Marquez
Cynthia Powell
Peggy Presslar
Jeffrey Roemisch
Emily Rogers
Jennifer Seekins
Dale Spurgin
Alyssa Western
Robyn Wood
Spencer Woody
Brooke Yarbrough
Tenell Zahodnik

2026 MEMBERS

COUNTIES

Brown Mitchell
 Callahan Nolan
 Coleman Runnels
 Comanche Scurry
 Eastland Shackelford
 Fisher Stephens
 Haskell Stonewall
 Jones Taylor
 Kent Throckmorton
 Knox



CITIES

Abilene	Buffalo Gap	Gorman	Moran	Snyder
Albany	Carbon	Gustine	Munday	Stamford
Anson	Cisco	Hamlin	Novice	Sweetwater
Aspermont	Clyde	Haskell	O'Brien	Throckmorton
Baird	Coleman	Hawley	Putnam	Trent
Ballinger	Colorado City	Jayton	Ranger	Tuscola
Bangs	Comanche	Knox City	Rising Star	Westbrook
Benjamin	Cross Plains	Lawn	Roby	Winters
Blackwell	De Leon	Loraine	Roscoe	Woodson
Blanket	Early	Lueders	Rotan	
Breckenridge	Eastland	Merkel	Rule	
Brownwood	Goree	Miles	Santa Anna	

SCHOOL DISTRICTS

Anson ISD	Eula ISD	Merkel ISD	Sweetwater ISD
Baird ISD	Gustine ISD	Miles ISD	Texas State Technical College
Ballinger ISD	Hamlin CISD	Moran ISD	Throckmorton CISD
Blackwell CISD	Haskell CISD	Panther Creek CISD	Western Texas College
Blanket ISD	Hawley ISD	Ranger ISD	Winters ISD
Breckenridge ISD	Hermleigh ISD	Rising Star ISD	Woodson ISD
Brookesmith ISD	Ira ISD	Roby CISD	Wylie ISD
Cisco College	Jim Ned CISD	Roscoe CISD	
Clyde CISD	Knox City-O'Brien CISD	Rotan ISD	
Coleman ISD	Loraine ISD	Santa Anna ISD	
Colorado City ISD	Lueders-Avoca ISD	Sidney ISD	
Early ISD	May ISD	Snyder ISD	
Eastland ISD		Stamford ISD	



SOIL AND WATER CONSERVATION DISTRICTS

Andrew Kent SWCD
California Creek SWCD
Lower Clear Fork SWCD
Middle Clear Fork SWCD
Mitchell SWCD

ASSOCIATE MEMBERSHIPS

Abilene Chamber of Commerce
Anson Chamber of Commerce
Baird Chamber of Commerce
Ballinger Chamber of Commerce
Brownwood Area Chamber of Commerce
Cisco Development Corporation
Coleman Co. Chamber of Commerce
Comanche Chamber of Commerce
Cross Plains Chamber of Commerce
Eastland Chamber of Commerce
Hamlin Chamber of Commerce
Haskell Chamber of Commerce
Merkel Chamber of Commerce
Snyder Chamber of Commerce
Sweetwater Chamber of Commerce



SPECIAL DISTRICTS

Brown County Water Improvement District
Comanche County Hospital District
Fisher County Hospital District
Hamlin Hospital District
Haskell Memorial Hospital District
Jones County Hospital District
Lone Wolf Groundwater Conservation District
Mitchell County Hospital District
North Runnels Hospital District
Rolling Plains Hospital District
Rotan Housing Authority
Shackelford County Hospital District
Stamford Memorial Hospital District
Stonewall County Hospital District
West Central Texas Municipal Water District
Wes -Tex Groundwater Conservation District



Keynote Speaker
State Representative
Stan Lambert



Representative Stan Lambert of House District 71, a Republican from Abilene, is serving in his fourth term in the Texas House of Representatives. He represents Taylor, Nolan, Jones, and Callahan Counties. At the beginning of the 88th Legislative Session, Representative Lambert was appointed Vice-Chair of the Pensions, Investments, and Financial Services Committee. He also serves as a member of the House Committee on Business and Industry. Representative Lambert has previously served on the Energy Resources Committee, the Insurance Committee, and completed a term on the Texas Sunset Advisory Commission in 2021.

Lambert was born and raised in Abilene. He earned his bachelor's degree in business from Abilene Christian University in 1975 and later his graduate certification in banking from the Southwestern Graduate School of Banking. Upon completion, Lambert began a long career in community banking.

In 1995, he returned home and became the Athletic Director at Abilene Christian University. Lambert was involved in banking for more than 35 years, and recently retired from Texas Heritage Bank.

Lambert has also served as the Mayor of Ennis, Texas and later as member of the Abilene Independent School District Board of Trustees. He brings his unique experience in banking and public education to the Texas House of Representatives where he advocates for the principles of government living within its means and creating a better business environment through a balanced budget and low taxes, which allows Texas to reinvest in education and job creation.

He and his wife of forty-three years, Debbie (a retired public school teacher and principal), are members of University Church of Christ. They have two sons, Wes and Jay, daughter-in-law, Andrea (Jay) with granddaughters Elizabeth Grace and Savannah Jane and grandson Jackson.

Biography from Texas House of Representatives website

Aging and Disability Resource Center 2025 Productivity Report



This year, the WCTADRC attended 81 Community outreach events, reaching 9,350 people in the WCTCOG Region. We were able to host 41 Educational events, reaching 1,340 people at the event. As the year progressed, ADRC helped 20 individuals with Housing Navigator services and provided funding for 3,657 respite care hours to assist families in the region. ADRC was also able to provide 33 individuals residing in the nursing home with option counseling services to help them get back into their community. Service to the community continued as ADRC provided assistance to 125 Veterans and Surviving Spouses with utility, rental, and transportation assistance. Other notable milestones this year include the development of 12 new partnerships and 4 educational classes with 28 class participants on Sexual Self Advocacy Topics.



provided

426

individuals with
Options
Counseling
Services



answered

4855

Information and
Referral
Assistance calls





Area Agency on Aging 2025 Productivity Report

This year, the West Central Texas Area Agency on Aging (WCTAAA) created a goal to prioritize outreach as a key strategy in raising awareness, educating older adults and caregivers in various topics, and increasing access to vital services and resources. During the reporting period, WCTAAA focused our outreach footprint across the 19-county service area through a combination of in-person events, community presentations, media outreach, and partnerships with local organizations.

- 5 Community Health/Resource Fairs & Outreach Booths
- 57 In-Person & Hybrid Outreach Events
- 57 Media & Education Outreach Broadcasts
- Elected Officials Seminar
- Abilene Hendrick Medicare Panel
- Brownwood Hendrick Medicare Panel
- Knox County Hospital Medicare Panel
- Parkinson's Disease Support Group Presentation
- Aging Cluster Presentation
- Hendrick Health Fair
- Resource Care Health Fair



reached
249,587

people in Media & Education Outreach



reached
48

attendees in Texercise Select classes



reached
780

people in Group & Education Outreach



Texercise Select is a statewide health initiative that encourages physical activity and healthy behaviors among older adults throughout a ten-week class. WCTAAA facilitated 4 Texercise classes at our congregate meal sites focusing on light movement, balance, flexibility, and motivational health education. Participant feedback indicated increased enthusiasm for regular exercise and community connection.

Area Health Education Center 2025 Productivity Report



The Big Country AHEC is a state and federal program provided by the Texas Tech University Health Sciences Center, F. Marie Hall Institute for Rural and Community Health. With a strong focus on improving the supply and distribution of healthcare professionals, the center's programs aim to strategically partner with academic programs, communities, and professional organizations to ensure that a skilled and diverse healthcare workforce is readily available to meet the diverse needs of the region.

Program Outcomes:

Each program year, every AHEC center is required to graduate 25 AHEC Scholars. Scholars are students enrolled in approved health career disciplines in postsecondary Texas institutions. They serve 40 clinical training hours in a rural or medically underserved area and complete 40 didactic training hours to graduate from the program each year. Upon completion, they are eligible for a \$800 stipend and may enroll for up to two years.

For the FY2025 program year, Big Country AHEC completed 31 Scholars from various degree programs – Registered Nursing, Physician Assistant, Licensed Vocational Nurse, PharmD, and Medical Doctor.



Junior Scholars

The Big Country AHEC Jr. Scholars Program provides targeted programs for high school students exploring healthcare careers. Through partnerships with 44 regional high schools, Big Country AHEC engaged 4,320 individual students, distributed 1,795 HOT JOB career guides, and invested \$80,000 in supporting rural high school health programs through donations of scrubs, textbooks, and educational materials.

In partnership with the TTUHSC School of Nursing, Hendrick Health, Ranger College, and the TTUHSC School of Pharmacy, we welcomed 52 high school students already pursuing CNA, MA, pharmacy tech, or similar tracks. Through panel discussions, mentorship, and hands-on activities, these students gained more profound insights into rural healthcare careers and reaffirmed their interest in the field. Learn more about our rural schools and the Junior Scholars program by viewing the attached. Thank you to those of you who attended, supported, or collaborated with us to make this such a success.



engaged with
4,320
Students
in 7-12th grade



completed
4,320
Health Scholars



Criminal Justice Planning 2025 Productivity Report

The Criminal Justice Department operates the Criminal Justice Planning Program through a Interagency Cooperation Agreement with the Public Safety Office within the Office of the Governor, Criminal Justice Division.

This program assists the Governor's Office and local grantees with the application process for Criminal Justice Grants under 5 different criminal justice funding sources: Victims of Crime Act (VOCA), Violence Against Women Act (VAWA), Juvenile Justice & Delinquency Prevention (JJDP), Truancy Prevention (TP) and Justice Assistance Grants (JAG).

Under this project, we receive, review, and process grant applications, through a Criminal Justice Advisory Committee. Technical assistance is available throughout the year.



processed and
developed
27
grants



awarded
24
grants totaling
\$1,655,269.02



facilitated
14
Community
Planning
Meetings



provided
150
hours of
technical
assistance for
grantees



made
12
on-site visits to
grantees, monitoring
activities for
compliance and
progress

Community and Economic Development 2025 Productivity Report



Our department successfully advanced regional economic development through comprehensive training, strategic planning, and infrastructure support initiatives this year. We delivered small business training programs that reached 65 individuals across five counties through six targeted workshops focused on business development fundamentals and resilience. Additionally, we launched the 2025-2030 Comprehensive Economic Development Strategy, establishing a five-year strategic framework for regional economic growth and development priorities that will guide our efforts moving forward.

Our team maintained critical operational capacity by ensuring three EDD staff members retained their CDBG certifications, enabling them to submit 12 competitive bids for Community Development Block Grant projects. We provided essential support to our region's two eligible BOOT II counties through comprehensive provider evaluations, stakeholder communication facilitation, and local support mobilization for funded projects totaling over \$17 million. Furthermore, we completed a comprehensive regional housing assessment that delivered data-driven insights to inform future local housing development strategies

Technical assistance remained a cornerstone of our service delivery, with specialized support provided to 22 cities and 15 counties across multiple service areas. This assistance encompassed funding identification, broadband development, ARPA compliance, grant writing, and small business support services. To sustain these initiatives, our department pursued competitive funding opportunities by applying for grants from USDA, EDA, TDA, and TxP&W, while playing a pivotal role in broadband expansion efforts throughout the region.

Our collaborative approach strengthened partnerships with key organizations, including Workforce Solutions, TMCN, and TxBDO, while we provided comprehensive technical assistance to dozens of municipalities and counties throughout our service area. Through hosting community meetings, presenting at economic development events, and conducting both local and regional assessments, we brought stakeholders together to identify critical needs and build support for local initiatives. This integrated approach positioned our department as the primary advocate for sustainable economic growth and infrastructure development across our 19-county rural region.



provided support to
22
cities throughout multiple
service areas



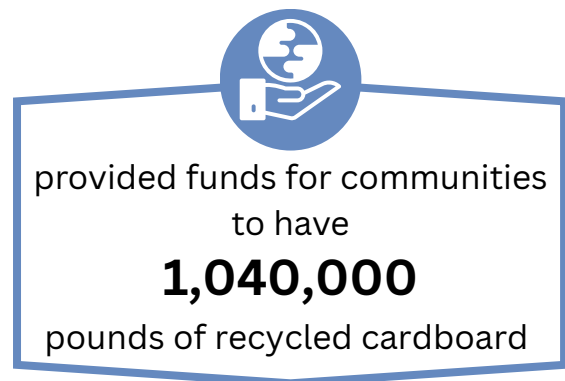
submitted
12
competitive bids for
Community Development
Block Grant projects

Environmental Services 2025 Productivity Report

The Department of Environmental Services provides grant funding every two years to support solid waste reduction projects and programs for local municipal and county governments, special districts, and school districts. The Environmental Services and Solid Waste Management Departments work together with three primary goals: providing start-up or implementation funds for needed programs, safeguarding health, general welfare, and physical property, and protecting the environment.

For fiscal year 2024/25, several projects have been funded through this grant program. The Tire Trailers project received \$22,126.49 and successfully collected over 7,761 tires across seven cities. This initiative helps alleviate the financial burden on communities sponsoring cleanup and disposal events that include scrap tires. The Keep Texas Recycling project was awarded \$7,000.00 to coordinate transportation for rural recycling communities handling baled and loose recycled materials, resulting in the diversion of 1,040,000 pounds of cardboard from the waste stream.

Individual municipalities also received targeted funding for specific needs. The City of Throckmorton was granted \$2,740.00 to clean up its convenience station to maintain compliance with Texas Commission on Environmental Quality regulations. The City of Blanket received \$5,000.00 to conduct a city-wide community cleanup event. Finally, the City of Brownwood was awarded \$16,500.00 to purchase a closed-door manual tie baler that will be used exclusively for solid waste management activities.



Homeland Security 2025 Productivity Report



This year, WCTCOG Homeland Security has been able to provide many services and safety plans to the COG region. The 2025 LETPA grant supported the Abilene Police Department's SWAT Team and Bomb Squad, funding a portable X-ray system to enhance threat detection and response across the 19 county WCTCOG region. Homeland Security attended, participated in, hosted and/or facilitated training events, planning and coordination meetings, community preparedness events, and tabletop exercises. Homeland Security represented the region at the Texas Interoperable Communications Coalition (TxICC) and supported the Texas Statewide Interoperability Coordinator (SWIC) initiative, contributing to updates of the Texas Statewide Interoperability Channel Plan (TSICP). Also, the department successfully completed the Regional Threat Hazard Identification and Risk Assessment (THIRA), Stakeholder Preparedness Report (SPR), and the Implementation Plan (IP). All submissions were rated as high quality by the Texas Office of Homeland Security. Another major accomplishment occurring in 2025 was

the completion of the Coleman County Emergency Radio Tower and Runnels County Jail Project, both of which are now awaiting reimbursement and closeout. Also in 2025, the Pipeline Safety program provided the Coleman Fire Department with Safe Stakeholder 3D Scenario Software to support firefighting training countywide and beyond. This year, Homeland Security has also worked avidly to increase energy conservation through the State Energy Conservation Office (SECO) program.



provided
9
fire
departments
with multi-gas
detectors



received over
120
applications for
Individual
Saferooms



worked to
develop risk
mitigation plans
for
10
counties



Law Enforcement Academy 2025 Productivity Report

The Regional Law Enforcement Training Academy program promotes efficiency, accuracy, and credibility of the law enforcement agencies within the 19-county WCTCOG Region by providing adequate, quality and affordable training. The program offers a wide variety of basic, advanced, specialized, and in-service courses to meet State requirements and enhance skill sets for public safety employment.

The Regional Law Enforcement Training Academy program operates under the guidance of the West Central Texas Law Enforcement Training Advisory Committee, which determines the number and types of courses to be offered, as well as the locations, times, instructor qualifications, entry requirements, and cost of tuition.



- Currently in its 56th year of operation and has graduated 1500+ licensed public safety professionals in 106 Law Enforcement Academies
- Administered 72 Texas Commission on Law Enforcement licensing exams with 100% pass rate (all passed on first attempt)
- 56 Law Enforcement In-Service Courses were conducted
- 3 School Marshall Courses were conducted
- 488 students attended courses, totaling of 32,367 hours of training conducted
- Contracted with 40+ adjunct instructors with expertise in a wide variety of public safety subject matter



graduated

31

Peace Officers



graduated

19

Corrections
Officers



graduated

22

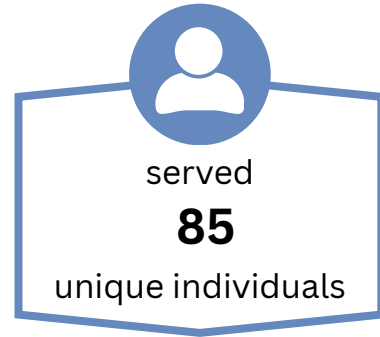
Telecommunicators

New Housing Vision 2025 Productivity Report



The mission of the New Housing Vision (NHV) is to make homelessness rare, brief, and non-recurring in our 17-county region with a housing first philosophy to allow neighbors to remain on a path to stabilization.

NHV will target increasing availability of all community services through system change for underserved populations.



Services are provided to individuals that are:

- Residing in a place not meant for human habitation.
- Residing in an emergency shelter.
- Residing in a transitional or supportive housing for homeless persons who originally came from streets or emergency shelter.
- Being discharged from a short term stay in an institution and previously resided on the street, in transitional housing, or in an emergency shelter.
- Being discharged from a longer stay in an institution.
- Fleeing domestic violence.





Regional 9-1-1 2025 Productivity Report

The Regional 9-1-1 Program administers and provides support for 9-1-1 services in 18 counties of the WCTCOG. The 9-1-1 Program is funded and regulated by the Texas Commission on State Emergency Communications in Austin. The funding originates from the 9-1-1 service fee of \$.50 per line charged every month on private and business wireline and wireless devices and is subsidized with the State surcharge fund of \$.06 per month per wireline and wireless device lines.

The services provided by the Regional 9-1-1 Program:

- ensuring up-to-date networks are in place and functioning correctly so 9-1-1 calls and texts are delivered quickly and accurately to the Telecommunicators at the 9-1-1 Public Safety Answering Points (one PSAP is located in each of the 18 counties)
- providing 9-1-1 equipment and essential training for 9-1-1 Telecommunicators
- maintaining accurate maps and assigning addresses for new and existing structures in the 18-county region
- providing 9-1-1 educational materials and presentations for schools, community events, local organizations and businesses, as requested.



provided

29

training classes for
over 160 9-1-1
Telecommunicators



assigned

1500+

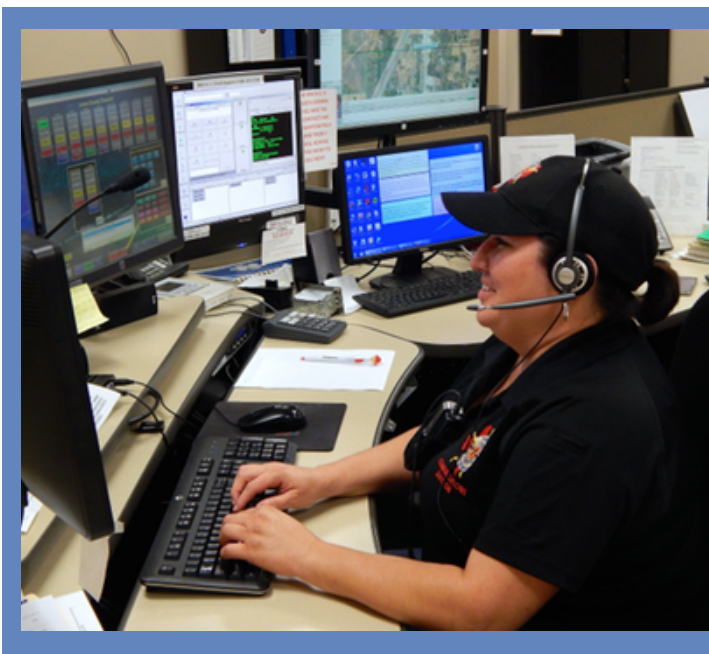
9-1-1 Addresses



responded to
over

95,000

9-1-1 calls and
text



Veteran Services 2025 Productivity Report



Support Services for Veteran Families, West Texas Homeless Network (WTHN) and its partnering agencies have a goal of making Veteran homelessness something that is rare, brief, and nonrecurring. SSVF focuses in providing case management and supportive services to prevent the imminent loss of a Veteran's home, or to rapidly re-house Veterans and their families who are homeless and might remain homeless without assistance. SSVF participates with Texas Homeless Network to promote and participate in public awareness and outreach events targeting Veteran benefits. The SSVF program is funded by the Department of Veteran Affairs (VA).

The SSVF program helps Veteran Families in rural Texas stabilize permanent housing by providing services such as:

- Rental Assistance
- Security Deposits
- Utility Assistance
- Transportation
- Case Management
- Health Care Navigator Services
- Shallow Subsidy Services

SSVF has participated in many coalition and outreach events with community partners to promote awareness of services available to our Veterans:

- Veteran Standdown Events
- Surge/Street Outreach with VA
- THN committee meetings
- Local Homeless Coalitions meetings
- Military Partnership Meetings

The program's focus is to deliver services and referrals appropriate to Veteran needs while achieving housing stability, including maintaining strong coordinated relationships and housing options with landlords and crucial partnerships throughout our rural region. SSVF served 368 Veteran households in FY25, 187 of those Veterans were assisted with Homeless Prevention and 181 of those Veterans were literally homeless and were assisted with Rapid Rehousing. The mission of SSVF is to prevent, address, and reduce homelessness in our 25-county region.

