



2013 TCOG ANNUAL REPORT

# BROADENING HORIZONS

*Meeting The Challenges of Tomorrow*





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# 01

The horizon leans  
forward, offering  
you space to place  
new steps of  
change  
*Maya Angelou*

2013 TCOG ANNUAL REPORT

## BROADENING HORIZONS

*Meeting The Challenges of Tomorrow*

### FOREWARD

The pages of this calendar outline TCOG's achievements over the last 12 months. Our projects and programs benefit individuals and families all across the region and have a measurable, positive impact on the Texoma economy. The work we accomplish in concert with our member governments and partner agencies brings value to our region and enhances quality of life for the people that call Texoma home. However, as we plan for meeting the challenges of tomorrow, we cannot ignore the

reality that we operate in an environment of change and uncertainty. As state and federal funding priorities shift, TCOG must and will adjust and adapt our strategies for supporting regional growth and development. To that end, we search for the places along the horizon that lean forward offering space to engage new partners, secure new revenue, and pursue new opportunities to build a strong and prosperous region.

## SEPTEMBER 2013

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29	30					

**Sep 2** - *Labor Day*

**Sep 19** - *TCOG Governing Board Meeting*

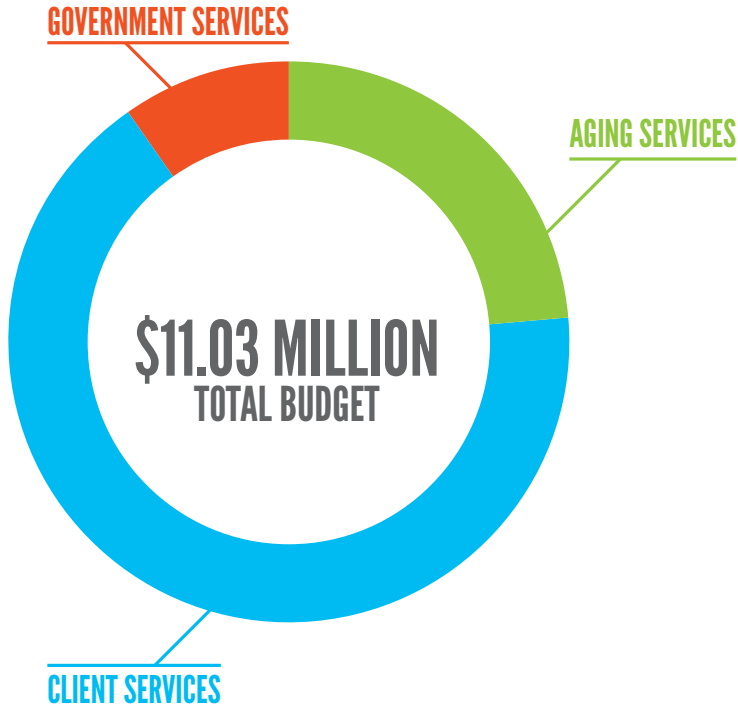
**Sep 26** - *2013 TCOG Annual Event*

# 02

Every \$1 Paid in  
Membership Dues  
Creates a \$489  
Economic Impact



## 2013 DEPARTMENT EXPENDITURES



Based on the projected change in expenditures and employment between 2012 and 2013, the estimated economic impact of Texoma Council of Governments for 2013 amounts to:

### TOTAL ECONOMIC IMPACT - \$23.81 MILLION

#### BUSINESS REVENUE

\$16,334,533 in direct, indirect and induced revenues for businesses

#### EARNINGS

\$4,821,972 in workers' earnings

#### EMPLOYMENT

119 permanent jobs

# 03

As our aging population grows faster than state and national projections, our area is dealing with the realities much sooner than other parts of Texas and the nation. There are increasing demands for financial, health and social supports that are necessary to ensure good quality of life for senior Texomans.





## OCTOBER 2013

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**Oct 17** - TCOG Governing Board Meeting

**Oct 30** - Public Housing Resident

Halloween Carnival

## AGING SERVICES

TCOG's Aging Services Department represents a network of senior programs including information and referral, case management, nutrition, in-home services, counseling, legal service referral, and home repair with an emphasis on ease of access. Responsible for the development and coordination of a comprehensive system of services for citizens over the age of 60 and/or with a disability, the professionally-trained staff provides free consultation on long-term care choices, support, and navigates complex service delivery systems.

### MOVING FORWARD >>

TCOG's Area Agency on Aging will focus on improving community health through outreach, education and partnerships with healthcare providers and other local services. We will establish wellness programs with local businesses and communities and streamline access to a wide range of long-term services and support.

**\$2.63**  
MILLION

PROFESSIONALLY-  
TRAINED STAFF  
SERVED OVER 15,000  
CLIENTS. SPENT  
OVER \$26 MILLION  
IN OUR REGION AND  
GENERATED OVER  
\$150,000 WORTH OF  
IN-KIND DONATIONS  
DURING THE FISCAL  
YEAR.



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### **BENEFITS COUNSELING**

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Advocacy is the central thread of Benefits Counseling and combines several programs designed to assist persons over the age of 60 and/or with a disability with the day-to-day complexities of life through Money Management, Public Benefits Awareness and Counseling.

Last year, over 2,800 hours of counseling were provided for clients.



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### **OMBUDSMAN PROGRAM**

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Composed of dedicated volunteers and staff, the Ombudsman Program is responsible for monitoring the quality of care for residents in long-term care facilities. Nursing home ombudsmen are trained and certified by the State to participate in nursing home open hearings, research complaints and ensure the best possible care for residents of long-term facilities throughout the Texoma region.

Over 1,500 hours of service were spent advocating for seniors in nursing and assisted care facilities last year.



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### **CAREGIVER PROGRAM**

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Supports caregivers and care recipients by planning, arranging, coordinating and providing Caregiver Support Groups, Community Outreach, Respite Care, and Education and Training for Alzheimer's, Parkinson's Disease and other caregivers.

Over 3,400 hours of service provided last year in the Caregiver Program.

# NOVEMBER 2013

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**Nov 2** - Caregiver Walk & Gala

**Nov 11** - Veterans Day - TCOG Offices Closed

**Nov 21** - TCOG Governing Board Meeting

**Nov 28** - Thanksgiving Day - TCOG Offices Closed

**Nov 29** - TCOG Offices Closed



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## SENIOR CORPS

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Foster Grandparents and RSVP are our Senior Corps programs which mobilize senior volunteers through service in the community. Foster Grandparents tutor/mentor children in public settings, and RSVP volunteers serve in numerous capacities.

Combined these programs provided over 145,800 volunteer hours last year which amounts to a value of over \$2.2 million for our region.



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## CARE COORDINATION

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TCOG provides a coordinated, community-based home care program administered by case managers and registered nurses. Services are available to persons 60+ years of age who are homebound, unable to care for themselves and/or recently discharged from area hospitals requiring temporary in-home care.

This program provided 2,700 hours of service to seniors to prolong independent living.

### CONGREGATE AND HOME-DELIVERED MEALS

Nearly 95,000 meals provided at a cost of \$450,000.

Emergency Response Systems provided to 8 clients in the region.

### RESIDENTIAL REPAIR

Provided minor home repairs to 31 homes in the region.

### TRANSPORTATION

Over 394 one-way rides for medical purposes

### HEALTH MAINTENANCE

Nearly \$112,000 spent including dental assistance, dentures, medication alert systems, hearing aids and eye glasses.

### HOMEMAKER

\$4,500 in housekeeping services.

## DECEMBER 2013

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**Dec 2013** - Completion of Texoma Housing Partners' Maintenance Facility

**Dec 12** - Public Housing Resident Holiday Luncheon

**Dec 19** - TCOG Governing Board Meeting

**Dec 24** - Christmas Eve - TCOG Offices Closed

**Dec 25** - Christmas Day - TCOG Offices Closed

04

Giving Families Hope for  
a Better Tomorrow by  
Making Life-Changing  
Resources Available Today



## JANUARY 2014

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**Jan 1** - New Year's Day - TCOG Closed  
**Jan 16** - TCOG Governing Board Meeting  
**Jan 20** - Martin Luther King, Jr. Day

## CLIENT SERVICES

Whether providing affordable housing, self-sufficiency programs, home weatherization applications, assistance with utility bills or referrals to crucial social services, the common goal of these programs is to give families hope. By thoughtfully and strategically planning for the future needs of our region, TCOG continually strives to improve the level of services which in turn improves quality of life for all Texomans.

The Client Services Department specializes in the delivery of direct services to qualified families living in the Texoma Region and includes the Public Housing Program, Section 8 Housing Choice Voucher Program, Energy

Services Program and 2-1-1 Information and Referral Program. These programs are supported with state and federal funds and offer families a better tomorrow by providing life-changing resources today.

**\$7.32**  
MILLION





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## SECTION 8 HOUSING CHOICE VOUCHER PROGRAM

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With an annual budget of over \$2 million, we provide affordable housing for over 500 families in Fannin and Grayson Counties through the Section 8 program. Families may choose to also participate in the Family Self-Sufficiency/Homeownership Program to achieve a goal of financial independence through support services including employment & educational training, credit counseling and homeownership classes.

### FSS/HOMEOWNERSHIP

We currently have 90 active FSS/Homeownership participants

### COATS FOR KIDS

368 coats distributed during Winter 2012 to those in need.

### TEXOMA AFFORDABLE HOUSING

A Rental Market Study was published to assess the supply, demand and affordability of the rental housing market in the Texoma region.



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## 2-1-1 INFORMATION & REFERRAL

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The 2-1-1 Texoma Information & Referral system Network is funded through the Texas Health and Human Services Commission and is one of 25 call centers state-wide.

In addition to providing referrals to crucial social services, the 2-1-1 Program staff develop and produce unique information resources that are provided to the community including the annual Summertastic! publication and the Texoma Resource Book.

### TOLL-FREE AND EASY TO REMEMBER

2-1-1 Texoma offers a viable solution to help individuals in a timely and efficient manner.

### OVER 5,000 REGIONAL RESOURCES

As a result of our work this year, more than 49,000 callers received referrals through the 2-1-1 Texoma helpline.

Also, 2-1-1 Texoma received a National Association of Development Organizations (NADO) award for innovation with its Summertastic! annual summer youth guide which features agencies throughout Texoma that engage children throughout the summer.



## FEBRUARY 2014

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**Feb 11** - 2-1-1 Texas Day

**Feb 20** - TCOG Governing Board Meeting



## PUBLIC HOUSING

Through an administrative contract w/ Texoma Housing Partners (THP), TCOG operates a consortium of small Public Housing Authorities located across 18 cities in 4 counties (Fannin, Grayson, Collin & Hunt) and provides over 475 units of affordable housing as well as social and education programs to low-income families.

The TEAM Center gives public housing residents and others in the community access to a variety of programs and services designed to Teach, Empower, Assist and Motivate including tutoring for the GED test and ESL & adult literacy classes. The addition of a new central Maintenance Facility is planned for 2014 which will provide the

consortium significant inventory, storage and other maintenance efficiencies. We are responsible for the management and maintenance of over \$26 million in real estate and \$2.5 million in budget authority.

### LOOKING FORWARD

THP has purchased conventional rental property in anticipation and support of future growth.



## ENERGY SERVICES

Our Energy Services Program assists families with the payment of gas, propane and electric bills in addition to educating clients on how to conserve energy.

Additionally, the Weatherization Program provides for the installation of energy-saving measures which reduce utility consumption thereby lowering utility bills. The Case Management Program provides one-on-one support to families striving for self-sufficiency by providing assistance with the cost

of training or education which will lead them up and out of poverty.

### NEW FUNDING

Direct Energy Services awarded TCOG \$30,000 through their Neighbor-to-Neighbor program to provide utility payment assistance to clients.

SERVICE	DOLLARS	HOUSEHOLDS
Utility Assistance	\$1,077,208	1204
Case Management / Tuition Assistance	\$88,675	47
Eviction Prevention	\$9,847	11
Weatherization Programs	\$697,726	132
<b>TOTAL:</b>	<b>\$1,883,456</b>	<b>1,394</b>

# MARCH 2014

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30	31	<b>Mar 20</b> - TCOG Governing Board Meeting				

# 05

Our Government Services team is focused on finding regional solutions to the challenges the Texoma region faces through a wide range of activities designed to improve the quality of life at the community level.



APRIL 2014

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**Apr 2014** - 9-1-1 Public Education Month

**Apr 17** - TCOG Governing Board Meeting

**Apr 18** - Public Housing Resident Easter  
Egg Hunt  
Caregiver Conference

**Apr 30** - End of FY 2014

## GOVERNMENT SERVICES

The Government Services team is responsible for a wide-range of activities designed to improve the quality of life at the community level.

From improvements in the way people get around the region to planning for the population increases that are projected in the next thirty years to making sure first responders have the training and equipment that they need to

get to the scene of the emergency when you call 9-1-1, the Government Services team is focused on finding regional solutions to the challenges the Texoma region faces.

**\$1.08**  
MILLION





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## **GEOGRAPHIC INFORMATION SYSTEMS (GIS)**

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Creates, analyzes and manages geographic datasets and applications such as political jurisdictions, transportation networks, emergency management and environmental resources. Local governments and citizens rely on these maps and data to make well-informed and often lifesaving decisions. We help promote geographic education in the region and provide a coordinating resource for GIS professionals in the region.

### **REGIONAL 9-1-1 MAP**

By having all Public Safety Answering Points using the same regional 9-1-1 map, a call can quickly be transferred to another PSAP and have the location correctly plot even when the caller is outside of the jurisdictional boundaries.

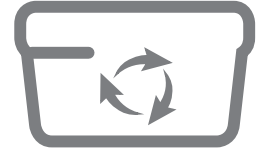
### **THP INTERACTIVE MAP**

Working together with Texoma Housing Partners and TCOG's Public Housing staff, a powerful online web map application is being developed which will allow staff and first responders to identify critical assets and infrastructure located in properties in 18 cities throughout the region. Water lines, meters and fire hydrants, as well as electrical shutoff locations on each of

the properties are being collected using a GPS system and then imported into the GIS mapping database.

### **PREPARING FOR FUTURE REGIONAL NEEDS**

Our strategic location between Dallas-Ft. Worth and Lake Texoma means that GIS services and planning will be in higher demand as the region experiences growth from the Metroplex. The GIS Program works to coordinate services between multiple local government and other parties using the best technology and standards available, so that informed decisions are made. Like anything, GIS data is only as good as the information and facts upon which it is built.



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## **MUNICIPAL SOLID WASTE**

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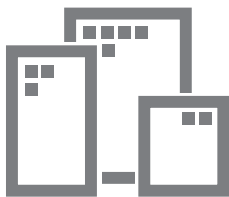
The Municipal Solid Waste (MSW) Grant Program provides both financial and technical assistance to city and county governments, school districts, and law enforcement districts in their efforts to combat illegal dumping, promote recycling, and ultimately reduce the amount of waste introduced to local landfills.

## MAY 2014

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**May 15** - TCOG Governing Board Meeting

**May 26** - Memorial Day - TCOG Offices Closed



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## COMMUNITY & ECONOMIC DEVELOPMENT

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Engages in the full range of economic development activities listed and described in Texoma's EDA-approved Comprehensive Economic Development Strategy (CEDS).

Activities include coordinating and implementing community & economic development activities in the District, carrying out economic development research, planning, implementation and advisory functions identified in the CEDS, and coordinating the development and implementation of the CEDS with a region's respective local, State, federal, and private organizations.

### SIGNIFICANT PROGRAM ACCOMPLISHMENTS

- Completion of Comprehensive Economic Development Strategy 2012-2017
- Quarterly reports for Texoma Regional Economic Dashboard
- Social Entrepreneurship for Poverty Alleviation (SEPA) Pilot Program
- Goals, objectives & performance measures within CEDS help prioritize economic development initiatives and projects to create an economic roadmap to the future.



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## PUBLIC SAFETY

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Provides support and administrative services for 9-1-1, Homeland Security and Criminal Justice Programs within the region.

### 9-1-1 EMERGENCY

- Successfully delivered 99,627 emergency calls for service of which 87.4% were from wireless devices to 6 PSAPs.
- Hosted and provided 1,496 hours in training to call takers on how to properly handle emergency calls.

### HOMELAND SECURITY / EMERGENCY MANAGEMENT PLANNING

- TCOG Homeland Security Advisory Committee works to facilitate Homeland Security Funding when awarded to the region, managing almost \$1.25 million grant dollars for regional security enhancement last year.
- Assisted with the FEMA Safe Room Rebate Program to add over 200 in-ground storm shelters to the region.
- Facilitated the National Incident Management System (NIMS) training of over 50 first responders for efficient and effective emergency situation response.

### CRIMINAL JUSTICE / LAW ENFORCEMENT

Works with law enforcement and victim advocacy communities to make best use of local, state and federal resources.

In 2012, worked with local District Attorneys to bring regional attention to the Criminal History Reporting and have maintained above 90% completeness rate.



# JUNE 2014

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29	30					

**Jun 2014** - GED Graduation

**Jun 19** - TCOG Governing Board Meeting

## Administration & Finance

During FY2013, Texoma Council of Governments administered over \$11 million in federal, state and local programs.

TCOG Finance Department staff also provided financial and administrative services to Texoma Housing Partners representing public housing authorities of the cities of Bells, Bonham, Celeste, Ector, Farmersville, Gunter, Honey Grove, Howe, Ladonia, Pottsboro, Princeton, Savoy, Tioga, Tom Bean, Trenton, Van Alstyne, Whitewright, and Windom.

## COMBINED STATEMENT OF REVENUES, EXPENDITURES & CHANGES IN FUND BALANCES

Years Ended April 30, 2013, and 2012

	COST CATEGORY	2013*	2012
<b>Revenues</b>			
Federal		\$6,230,317	\$10,138,489
State		\$1,260,401	\$1,726,466
Local & in-kind		\$2,723,926	\$2,710,137
Interest		\$407	\$1,224
	<b>TOTAL REVENUES</b>	<b>\$10,215,051</b>	<b>\$14,576,316</b>
<b>Expenditures</b>			
Direct Salary Costs		\$1,885,561	\$2,243,668
Employee Benefit Costs		\$1,036,847	\$913,106
Travel		\$883,609	\$205,183
Indirect Cost Allocation		\$119,325	\$1,025,472
Supplies		\$141,431	\$214,872
Contract Services		\$352,583	\$4,607,212
Equipment		\$13,616	\$18,718
Other Direct Costs		\$1,412,280	\$4,197,056
Subcontracts		\$1,862,699	\$108,827
In Kind Services		\$99,635	\$121,578
Other		\$3,220,562	\$721,215
	<b>TOTAL EXPENDITURES</b>	<b>\$11,028,148</b>	<b>\$14,376,907</b>
Excess (Deficiency) of Revenues over Expenditures		-\$813,097	\$199,409
Net Change in Fund Balances		-\$874,914	\$141,234
Fund Balances Beginning of Year		\$1,063,975	\$922,741
	<b>FUND BALANCES END OF YEAR</b>	<b>\$189,061</b>	<b>\$1,063,975</b>

# JULY 2014

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27	28	29	30	31		

**Jul 4** - Independence Day - TCOG Offices Closed

**Jul 17** - TCOG Governing Board Meeting

## Administration &amp; Finance

STATEMENT OF  
NET ASSETSYears Ended April 30, 2013,  
and 2012

	ASSETS	2013*	2012
<b>Current Assets</b>			
Cash and Cash Equivalents		\$641,482	\$1,248,313
Accounts Receivable		\$506,548	\$594,415
Prepaid Expenditures		\$52,369	\$37,517
Under-allocated Indirect Costs		\$208,813	\$386,815
<b>TOTAL CURRENT ASSETS</b>		<b>\$1,409,212</b>	<b>\$2,267,060</b>
<b>Non-current Assets</b>			
Other Assets		\$0	\$0
Capital Assets, net		\$2,194,650	\$2,439,320
<b>TOTAL NON-CURRENT ASSETS</b>		<b>\$2,194,650</b>	<b>\$2,439,320</b>
<b>TOTAL ASSETS</b>		<b>\$3,603,862</b>	<b>\$4,706,380</b>
	LIABILITIES	2013*	2012
<b>Current Liabilities</b>			
Accounts Payable		\$337,245	\$291,207
Unearned Revenue		\$871,854	\$792,996
Over-allocated Employee Benefit Costs		\$15,580	\$118,882
Current Portion of Accrued Compensated Absences		\$22,960	\$23,471
Current Portion of Notes Payable		\$163,698	\$147,309
<b>TOTAL CURRENT LIABILITIES</b>		<b>\$1,411,337</b>	<b>\$1,373,865</b>
<b>Non-current Liabilities</b>			
Notes Payable, net of Current Portion		\$501,837	\$663,860
Accrued Vacation		\$68,879	\$70,412
<b>TOTAL NON-CURRENT LIABILITIES</b>		<b>\$570,716</b>	<b>\$734,272</b>
<b>TOTAL LIABILITIES</b>		<b>\$1,982,053</b>	<b>\$2,108,137</b>
<b>NET ASSETS</b>		<b>2013*</b>	<b>2012</b>
Invested in Capital Assets, Net of Related Debt		\$1,529,115	\$1,628,151
Restricted		\$52,738	
Unrestricted		\$39,956	\$970,092
<b>TOTAL NET ASSETS</b>		<b>\$1,621,809</b>	<b>\$2,598,243</b>

# AUGUST 2014

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24	25	26	27	28	29	30
31	<b>Aug 5 - National Night Out</b> <b>Aug 21 - TCOG Governing Board Meeting</b>					

## ORGANIZATION CHART

**GOVERNING BODY****EXECUTIVE DIRECTOR****ADMINISTRATION & FINANCE****AGING SERVICES**

- Benefits Counseling
- Caregiver
- Case Management
- Data Management
- Elder Rights
- Money Management
- Ombudsman
- Senior Corps
  - | *FGP*
  - | *RSVP*

**CLIENT SERVICES**

- 2-1-1 Information & Referral
- Energy Services
- Section 8
  - | *FSS/Homeownership*
- Texoma Housing Partners

**GOVERNMENT SERVICES**

- Community & Economic Development
- GIS
- Municipal Solid Waste
- Public Safety
  - | *9-1-1*
  - | *Criminal Justice*
  - | *Emergency Planning*

## SEPTEMBER 2014

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28	29	30				

**Sep 2014** - *Save the Date! 2014 TCOG Annual Event*

**Sep 1** - *Labor Day - TCOG Offices Closed*

**Sep 11** - *9-1-1 Telecommunicators Day (9-1-1 Day)*

**Sep 18** - *TCOG Governing Board Meeting*

**TCOG's Governing  
Board consists of  
representatives  
from our member  
jurisdictions.**

## FYE2013 GOVERNING BOARD

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### OFFICERS

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Al Smith, President  
Cooke County Commissioner

Cary Wacker, Vice President  
City of Sherman Mayor

Creta L. "Spanky" Carter, Secretary/Treasurer  
Fannin County Judge

Jim Goldsworthy  
City of Gainesville Mayor

Cecil Jones  
Fannin County Community Rep

Mary Dean Norris  
City of Ector Mayor

Bill Lindsay  
Grayson County Community Rep

Joey Anderson  
City of Muenster Mayor

John Roane  
Cooke County Judge

Doug Wade  
Gainesville ISD

Bart Lawrence  
Grayson County Commissioner

Bill McFatridge  
College Rep (GC)

David Spindle  
City of Denison Council Member

Mark Merrill  
City of Gunter Mayor

Roy Floyd  
City of Bonham Mayor



# OCTOBER 2014

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**Oct 16** - TCOG Governing Board Meeting

## GENERAL MEMBERSHIP

To be eligible for membership, a governmental unit, political subdivision, public or private entity shall be geographically situated in whole or in part within Cooke, Fannin and Grayson Counties of the State of Texas.

**CITIES & COUNTIES**

Cooke County  
Fannin County  
Grayson County  
City of Bells  
City of Bonham  
City of Callisburg  
City of Collinsville  
City of Denison  
City of Dodd City  
City of Ector  
City of Gainesville  
City of Gunter  
City of Honey Grove  
City of Howe  
City of Knollwood  
City of Ladonia  
City of Leonard  
Town of Lindsay  
City of Muenster  
Town of Oak Ridge

City of Pottsboro  
Town of Ravenna  
City of Sadler  
City of Savoy  
City of Sherman  
City of Southmayd  
City of Tioga  
City of Tom Bean  
City of Trenton  
City of Valley View  
City of Van Alstyne  
City of Whitesboro  
City of Whitewright  
Town of Windom

**SCHOOL DISTRICTS & COLLEGES**

Bells ISD  
Bonham ISD  
Denison ISD  
Dodd City ISD  
Ector ISD

Era ISD  
Grayson County College  
Honey Grove ISD  
Leonard ISD  
Muenster ISD  
Muenster Sacred Heart  
North Central Texas College  
Pottsboro ISD  
Sam Rayburn ISD  
Savoy ISD  
Sherman ISD  
Tom Bean ISD  
Van Alstyne ISD  
Whitesboro ISD

**ASSOCIATE MEMBERS**

Bonham Chamber of  
Commerce  
Denison Chamber of  
Commerce  
Texoma Housing Partners

# NOVEMBER 2014

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	<b>11</b>	12	13	14	15
16	17	18	19	<b>20</b>	21	22
23	24	25	26	<b>27</b>	<b>28</b>	29
30	<b>Nov 11</b> - Veterans Day <b>Nov 20</b> - TCOG Governing Board Meeting <b>Nov 27</b> - Thanksgiving Day			<b>Nov 28</b> - TCOG Offices Closed		

## EXECUTIVE MANAGEMENT TEAM

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### **EXECUTIVE DIRECTOR**

SUSAN B. THOMAS, PHD

### **ADMINISTRATION & FINANCE**

TERRELL CULBERTSON

### **AGING SERVICES**

KAREN BRAY

### **CLIENT SERVICES**

ALLISON MINTON

### **GOVERNMENT SERVICES**

RANDY MCBROOM, PHD

The Texoma Council of Governments is a voluntary association of the local governments in Cooke, Fannin, and Grayson Counties. Established in 1968, the Texoma Council of Governments promotes economy and efficiency in the coordinated planning and development of the tri-county region through its community and economic development activities. Either directly, or through contractors, the Council provides housing, utility assistance, and weatherization services for low-income citizens in the region and assists the elderly and disabled through a variety of Area Agency on Aging programs. The Council also facilitates the delivery of grant funding for homeland security and criminal justice.

## DECEMBER 2014

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	<b>18</b>	19	20
21	22	23	<b>24</b>	<b>25</b>	26	27
28	29	30	31			

**Dec 18** - TCOG Governing Board Meeting

**Dec 24** - Christmas Eve

**Dec 25** - Christmas Day





# BROADENING HORIZONS

*Meeting The Challenges of Tomorrow*



1117 GALLAGHER DRIVE, SHERMAN, TEXAS 75090 • [WWW.TCOG.COM](http://WWW.TCOG.COM)