Capital Area Council of Governments
Actual Productivity and Performance
FY 2018

Comparison of Planned to Actual Performance

AGING AND DISABILITY RESOURCE CENTER (ADRC) *[a] - CAPCOG performance measure, [b] - HHSC measure*

1	Goal: To connect individuals who are older and their families with information and services to maintain or improve quality of life.			
1.1	Objective: Connect older individuals, their families, and informal caregivers to helpful and updated information and resources and assist them in accessing needed services and benefits.			
1.1.1	Strategy: Use the AAA Information, Referral, and Assistance program to link individuals; ensure information is updated and readily available.			

Performance Measure	Projected Outcome/Output	Actual Outcome/Output	Result
[a] Number of contacts receiving Information, Referral, and Assistance services.	5005	4882	Did not meet – some calls going directly to department intake staff. Did experience an increase from FY17 due to targeted outreach activities.

2	Goal: To ensure the preservation of the rights of older persons residing in long-term care (LTC) facilities.			
2.1	Objective: Educate LTC residents throughout the region and advocate for their rights.			
2.1.1	Strategy: Maintain the Ombudsman Program in nursing home facilities throughout the region.			

Performance Measure	Projected Outcome/Output	Actual Outcome/Output	Result
[b] Number of certified Ombudsmen	14	11	Did not meet Due to several volunteer resignations.
2.1.2 Strategy: Continue to implement Ombudsman program in assisted living facilities throughout the region.			
[b] Number of assisted living facility visits	1,027	893	Did not meet Due to staff vacancies and medical leave.
[b] Percent of complaints resolved and partially resolved by Ombudsman program staff.	90%		Exceeded

3	Goal: To ensure provision of services to the maximum number of older individuals, their families, and informal caregivers with the funds available.			
3.1	Objective: Assist individuals who are older with available government benefit programs.			
3.1.1	Strategy: Provide benefits counseling (legal assistance) services to older individuals, their families, and the public.			
Performance Measure		**Projected Outcome/Output**	**Actual Outcome/Output**	**Result**
[b] Number of people receiving legal assistance.		1,129 people	896	Did not meet Due to two staff resignations and the lengthy certification process for new staff.
[a] Percent of individuals served describe the assistance received as helpful.		89%	89%	Met

3.2	Objective: Assist with service coordination/planning for older individuals and their caregivers.			
3.2.1	Strategy: Provide care coordination to the older individuals without significant support.			
Performance Measure		**Projected Outcome/Output**	**Actual Outcome/Output**	**Result**
[b] Number of people receiving care coordination.		404 people	446	Exceeded
3.2.2	Strategy: Provide caregiver support coordination to the older individuals and their families, and informal caregivers.			
Performance Measure		**Projected Outcome/Output**	**Actual Outcome/Output**	**Result**
[b] Number of persons receiving caregiver support coordination		263 people	239	Did not meet Due to staff vacancy and lengthier, more complex cases.
[a] Percent of individuals served describe the service coordination received as helpful.		95%	95%	Met

3.3	Objective: Provide nutrition services to older individuals.			
3.3.1	Strategy: Maintain congregate meals sites for elderly individuals.			
Performance Measure		**Projected Outcome/Output**	**Actual Outcome/Output**	**Result**
[b] Number of congregate meals served (funded by HHSC).		101,693 meals	113,113 meals	Exceeded

3.3.2	**Strategy:** Maintain home-delivered meal programs for elderly individuals.			
Performance Measure		**Projected Outcome/Output**	**Actual Outcome/Output**	**Result**
[b] Number of home-delivered meals served (funded by HHSC).		274,885 meals	260,947 meals	Did not meet Provider capacity to assess individuals as required, causing a delay in service delivery and number of meals.

4	**Goal:** To provide a no wrong door access point for information, referral and assistance for individuals of any income or age seeking access to long-term services and support (LTSS) programs and public benefits.			
4.1	**Objective:** To streamline access to entry points and programs providing long-term services and supports.			
4.1.1	**Strategy:** Maintain dedicated ADRC intake phone line and staff to receive calls and provide system navigation assistance.			
Performance Measure		**Projected Outcome/Output**	**Actual Outcome/Output**	**Result**
[b] ADRC-CAP calls received from the state level toll free ADRC number will be answered live or voice messages returned within the following business day.		70%	94%	Exceeded
4.2	**Objective:** To streamline access to entry points and programs for veterans seeking assistance with VA and community-based long-term services and supports.			
4.2.1	**Strategy:** Maintain dedicated ADRC intake phone line and staff to receive calls and provide system navigation assistance to veterans.			
Performance Measure		**Projected Outcome/Output**	**Actual Outcome/Output**	**Result**
[b] Number of ADRC-CAP calls received from the state level toll free ADRC number seeking assistance with veteran services.		77	122	Exceeded
4.3	**Objective:** To submit Medicaid applications for or provide Medication application assistance to ADRC-CAP consumers.			
4.3.1	**Strategy:** Directly assist with application completion or provide instructions, discuss qualifications, and explain nursing home Medicaid to ADRC-CAP consumers.			

Performance Measure	Projected Outcome/Output	Actual Outcome/Output	Result
[b] Number of Medicaid applications ADRC-CAP submitted or assisted in instructing, explaining or discussing options.	534	177	Did not meet Clarification of the definition and additional staff training narrowed the number of applications fitting the definition of this parameter.

AGING SERVICES - PERFORMANCE ANALYSIS FY 2018

CAPCOG's Area Agency on Aging (AAACAP) provides quality services to support and advocate for the health, safety, and well-being of older individuals in the region. To this end AAACAP has increased its targeted outreach, using a variety of methods to meet the needs of older adults in both the urban and rural counties of the region. The increased numbers of congregate meal sites is one strong indicator of the growing need in our region. Although all current measures were not met, AAACAP garnered high customer satisfaction scores in all programs. Projected performance measures for FY 2019 have been identified and outlined in the CAPCOG Projected Performance Report, with the anticipation that all measures will be achieved.

Some accomplishments in fiscal year 2018:

- Although nationwide many area agencies on aging are experience decreases in their congregate meals numbers, congregate meal services continue to increase in the AAACAP region. AAACAP, in partnership with Meals on Wheels of Central Texas has supported several new sites in rural Travis County, and one for the Austin Vietnamese Senior Citizens Association.

- AAACAP implemented a new strategic outreach plan in an effort to increase the number of individuals served. AAACAP worked with staff in the Regional Planning Services Division to map service delivery to areas where older adults reside to ensure our services were reaching individuals in these regions.

- AAACAP continues to provide a significant number of residential repairs to older individuals "aging in place". Repairs include grab bars, wheelchair ramps, flooring and other modifications related to health and safety.

- The ADRC-CAP developed a new partnership with the Military Veteran Peer Network and hosted two "Basic Training" sessions to train community partners in military cultural competence. Trainings were well received and will help support a "no wrong door' approach for veteran access to programs, services and supports.

EMERGENCY COMMUNICATIONS

All measures are locally determined performance measures for the Capital Area Emergency Communications District (CAECD)

a - CAPCOG performance measure, b – National Emergency Number Association measure

1	Goal: Plan and implement state-of-the-art emergency communications systems.			
1.1	Objective: Provide technical assistance, equipment, and training to support fiscally responsible, high-quality 9-1-1 emergency communications throughout the district.			
1.1.1	Strategy: Move toward implementation of an Internet Protocol (IP) Next Generation NG9-1-1 system based on the NENA i3 standard.			

Performance Measure	Projected Outcome	Actual Outcome	Result
Requests for service transferred via the Emergency Services IP Network (ESInet) to the appropriate Public Safety Answering Point (PSAP).	Implementation of a broadband fiber backup 9-1-1 network at all PSAP locations within the region (27 PSAP locations).	Broadband fiber backup network implementation completed to 27 PSAP locations.	Met

1.2	Objective: Provide appropriate 9-1-1 training opportunities to PSAP staff within the region.			
1.2.1	Strategy: Conduct a broad range of training classes throughout the year.			

Performance Measure	Projected Output	Actual Output	Result
[a] Number of persons completing training in use of 9-1-1 equipment, call processing procedures, and continuing education licensing requirements.	1,300 persons completing training	1,918 persons completed training	Exceeded
[a] Number of off-site classes conducted.	9 off-site classes	3 off-site classes	Not Met Fewer off-site classes requested than previous year.

1.3	**Objective:** Ensure the successful timely delivery of 9-1-1 calls to each PSAP.			
1.3.1	**Strategy:** Monitor all Classes of Service (COS) and networks.			
	Outcome: 9-1-1 calls route and plot properly with applicable 9-1-1 data.			

Performance Measure	Projected Outcome/Output	Actual Outcome/Output	Result
[a] Total number of 9-1-1 calls processed.	1,460,000	1,518,690	Exceeded
[a] Number of wireless 9-1-1 calls received.	1,180,000	1,244,689	Exceeded
[b] Percentage of 9-1-1 calls answered within 10 seconds.	90%	96.9%	Exceeded
[b] Percentage of 9-1-1 calls answered within 20 seconds.	95%	98.5%	Exceeded

EMERGENCY COMMUNICATIONS - PERFORMANCE ANALYSIS FY 2018

CAPCOG's Emergency Communications Division plans for and manages regional infrastructure and equipment for 9-1-1 services and provides technical support, training, and educational outreach assistance to 31 public safety answering points (PSAPs) throughout the ten-county region to ensure local governments can deliver dependable 9-1-1 service to their residents. The EC Division accomplished or exceeded the planned performance on six out of seven measures for FY 2018.   Projected performance measures for FY 2019 have been identified and outlined in the CAPCOG Projected Performance Reports, with the anticipation that all measures will be achieved.

Some of the activities involved in completing these action steps are as follows:

Operational Support. Maintaining the 31 PSAPs within the CAPCOG region in top running condition is an on-going process which requires significant daily effort. The division completed installation of a backup fiber network to the 27 locations that house the region's PSAPs during the second year of a three-year project. The backup network enhances a PSAP's ability to continue operations and eliminates the need to reroute calls to a nearby PSAP when the primary network is not available due to scheduled maintenance or an unplanned outage.

The addition of the ability to receive emergency calls via text messaging to the over 86% of 9-1-1 calls in the region originating from wireless and Voice over Internet (VoIP) devices will continue to require monitoring of network performance to ensure accurate delivery of every 9-1-1 call as a top staff priority.

The addition of new training classrooms and facilities has enhanced the delivery of training courses to students from throughout the region.

HOMELAND SECURITY

ᵃ - CAPCOG performance measure, ᵇ – State/Office of Governor measure

1	**Goal:** Increase response capability in the region for terrorism and other major public safety events.
1.1	**Objective:** Assist fire, EMS, public health and police agencies in obtaining and coordinating equipment and training to facilitate multi-jurisdictional regional response.
1.1.1	**Strategy:** Promote regional homeland security planning, training and funding opportunities for local governments and public health/safety agencies.
	Outcome: Coordinate among all disciplines throughout the ten-county region at the city and county level to build and sustain capacity to respond to terrorism and natural disasters.

Performance Measure	Projected Outcome/Output	Actual Outcome/Output	Result
ᵃ Percentage of jurisdictions to maintain an Intermediate or Advanced level of emergency management plan readiness.	80%	97.5%	Exceeded
ᵃ Conduct training classes on Regional Notification System use and on WebEOC system use.	Conduct 5 training classes on Regional Notification System use	5	Met
	Conduct 5 training classes on WebEOC system use	2	Failed to meet. Changed process of training in improve curriculum. Previously canceled classes due to lack of interest.
ᵃ Conduct classes on general emergency management topics.	Conduct 5 classes	7	Exceeded
ᵇ Update regional Threat Hazards Identification and Risk Assessment plan for region.	Update regional THIRA no later than December, 2018	Completed 10/29/2018	Met
ᵇ Coordinate homeland security project reviews with regional stakeholders to support prioritized allocation of regional homeland security grant funds.	Conduct application workshops and follow-up with eligible cities and counties	Held two meetings	Met

[a] Organize one table-top or functional exercise for one or more CAPCOG jurisdictions.	At least one (1) regional exercise annually	Completed	Met

HOMELAND SECURITY - PERFORMANCE ANALYSIS FY 2018

CAPCOG's Homeland Security Division provides assistance and support to governmental entities and first responders in building regional strategies for response to natural and man-made disasters. Activities include prioritization of federal funding to coincide with emergency response planning, facilitation of training, and long-term communications planning. In all areas listed above, Homeland Security met or exceeded the planned performance for FY 2018. Projected performance measures for FY 2019 have been identified and outlined in the CAPCOG Projected Performance Report, with the anticipation that all measures will be achieved.

Some of the activities involved in completing these action steps are as follows:

Operational Support. Post Hurricane Harvey we supported impacted jurisdictions with conference calls coordinating assistance to those who needed. During the Austin Bombing Terrorist Incident, we conducted regional calls to keep awareness and fill in gaps for jurisdictions outside of the impacted areas. Wildfire season struck hard and we coordinated multiple regional conference calls to increase awareness and provide access to resources.   An improved tool for the region was initiated with a transition to a more robust Regional Notification System. This new system will support all PSAPS and counties within the COG region.

Technical Assistance. Post Hurricane Harvey we promoted connections between support vendors and our impacted counties. One such case was Orion Software and Caldwell County. This connection allowed the jurisdiction to aggregate enough data to get an IA declaration. Our office also provided leadership and support for the GLO housing program in impacted areas of our COG.

Planning Support. Besides updating the THIRA and SPR, our office worked with stakeholders to review the Capital Area Shelter Hub Plan post Harvey. Our COG was a destination for many coastal communities for evacuation. We finalized our updated SCIP communications plan for the region.

REGIONAL LAW ENFORCEMENT ACADEMY

ᵃ - CAPCOG performance measure, ᵇ – TCOLE, ᶜ – Office of the Governor measure

1	Goal: To provide effective law enforcement education and training throughout the Region.			
1.1	Objective: Provide training to meet the law enforcement agency needs of the region.			
1.1.1	Strategy: Provide Basic Peace Officer Courses (BPOC), Basic County Corrections Courses (BCCC), and Continuing Education based on identified demand of local law enforcement agencies of the region.			

Performance Measure	Projected Outcome/Output	Actual Outcome/Output	Result
ᵇ Percentage passing rate for cadets on the state licensing exam for BPOC courses.	90%	100%	Exceeded target
ᵇ Percentage passing rate for cadets on the state licensing exam for Basic county Corrections (BCCC) courses.	90%	100%	Exceeded target
ᶜ Number of Basic Peace Officer Courses conducted.	3 classes total	4	Exceeded target
ᶜ Number of BPOC cadets trained.	62 cadets	80	Exceeded target
ᶜ Number of Basic County Corrections Courses conducted.	1 class	2	Exceeded target
ᶜ Number of BCCC officers trained.	6 cadets	20	Exceeded target
ᵃ Number of in-service schools provided, including courses necessary to facilitate license renewal requirements.	22 classes	42	Exceeded target
ᵃ Number of officers/persons trained in-service.	Officers/persons 387	575	Exceeded target
ᵃ Number of telecommunicator certification classes conducted.	3 classes	3	Met target

1.2	**Objective:** Support law enforcement agencies in the region in obtaining their internal training and certifications.		
1.2.1	**Strategy:** Provide administrative services and sponsorship to local law enforcement agencies, including approval for lesson plans, reporting TCOLE credit, and archiving training documents.		
ᵃ Number of classes sponsored at local law enforcement agencies.	23 classes	39	Exceeded target

REGIONAL LAW ENFORCEMENT ACADEMY - PERFORMANCE ANALYSIS FY 2018

CAPCOG's Regional Law Enforcement Academy provides classes for basic peace officer certification, basic jailer's certification and basic telecommunicator's certification, as well as TCOLE-mandated training and continuing education for law enforcement officers. In all areas listed above, the RLEA met or exceeded the planned performance for FY 2018. Projected performance measures for FY 2019 have been identified and outlined in the CAPCOG Projected Performance Reports, with the anticipation that all measures will be achieved. Some of the activities involved in completing these action steps are as follows:

Basic Peace Officer (BPOC)

The basic peace officer courses comprise at least 780 hours of classroom and field instruction in law enforcement. In 2018, the RLEA held four (4) BPOC classes, training a total of 80 cadets. This exceeded the target of 69. The BPOC first- attempt pass rate for the state mandated TCOLE test was 100% in 2018.

Basic County Corrections Officer Course (BCCOC)

RLEA provided two Basic Jailers course in 2018. The course consisted of at least 96 hours of corrections officer training with topics ranging from inmates with mental disabilities to inmate correspondence. A total of 16 new correction officers passed the course along with a 100% first-attempt pass rate on the State Examination.

Basic Telecommunicator Certification Course (BTCC)

Four Basic Telecommunicator Certification Courses were held consisting of at least 40 hours of training to include Telecommunication Systems and Technology Basic Communication Skills, Call Classification and Procedures (Police, Fire/Rescue, & EMS), Radio Communication Techniques, Liability and Legal Issues and Stress Management. 39 new telecommunicators were licensed with a 100% first-attempt examination pass rate.

In-service Training

In 2018 the RLEA held 42 separate in-service classes with a total of 575 law enforcement officers attending. The projected number of persons to be trained was 430. The classes ranged from legislatively mandated subjects and certification courses to Active Shooter Training, Firearms Instructor, Basic Instructor, Advanced Instructor, New Supervisor, Legislative Updates, Interacting with Drivers who are Deaf and Hard of Hearing, Field Training Officer, Standard Field Sobriety Testing, Crisis Intervention Training, Patrol Rifle, Human Trafficking, Intermediate Use of Force, Body Worn Cameras, Intermediate Crime Scene Search and School Based Law Enforcement.

Administrative Sponsorship

The RLEA assists other agencies with TCOLE reporting and administrative support for training they conduct internally for their own officers. In2018, CAPCOG RLEA assisted Austin Independent School District PD, Marble Falls PD, Rollingwood PD, Bastrop SO, Travis County Constables, Williamson SO and the Regional Environmental Task Force. The sponsored classes include State and Federal Law Updates, Missing and Exploited Children, Intermediate Crime Scene, Intermediate Spanish, Intermediate Use Child Abuse, Intermediate Use of Force, Intermediate Arrest, Search and Seizure, Body Worn Cameras, Mental Health First Aid, Mental Health for Jailers, De-escalation, SFST Update, Crisis Intervention, Tourniquet Training, E-Tag Enforcement, Civil Process, Mental Health Officer, and Eyewitness Identification. The assistance from RLEA included approval for lesson plans, reporting TCOLE credit, and archiving training documents. There were 39 sponsored classes across all of these agencies, with a total of 524 participants.

PLANNING AND ECONOMIC DEVELOPMENT

[a] - *CAPCOG performance measure,* [b] *– EDA, TXDOT, TDA or CJD measure*

1	Goal: Provide effective planning and application of state resources to support regional and community goals related to transportation, criminal justice, and other community development programs.
1.1	Objective: Provide support to local governments and stakeholder organizations for planning and management of activities for transportation, economic development, and emergency services.
1.1.1	Strategy: Expand CAPCOG's GIS capabilities and services.

Performance Measure	Projected Outcome/Output	Actual Outcome/Output	Result
[a] Greater collaboration and improved accuracy for analytical tools used across the region.	GeoMap participation	Coordinated local participation in TNRIS Program	Achieved
[a] Coordinate regional StratMap participation.	Value added uses of GIS data available to the region	Offered GIS data sets on the CAPCOG Open Data Site	Achieved
[a] Maintain highly accurate database of addresses for the 911 system.		12 monthly updates of local address to ensure accuracy of 911 database	Achieved
[a] Regularly occurring GISPC meetings and conference calls.	Quarterly meetings	4 quarterly meetings held	Achieved
[a] Data and analytical technical support and service to users.	As requested	Provided maps and geospatial data to numerous regional stakeholders	Achieved

1.2	Objective: Provide regional coordination activities to support transportation projects and policy discussions and support community planning efforts.
1.2.1	Strategy: Conduct and participate in technical discussions and project planning for transportation activities through participation with RTCC, CAMPO, and other regional organizations while coordinating programs for non-MPO counties.

Performance Measure	Projected Outcome/Output	Actual Outcome/Output	Result
[a, b] Coordination of regional land use and transportation issues that improve mobility and economic competitiveness. Continue to manage CARTPO activities as well as participate in RTCC, CAMPO, and other regional organizations furthering mobility.	Host CARTPO meetings and attend scheduled meetings of the RTCC, CAMPO TAC, and CAMPO Policy Board	4 quarterly CARTPO meetings held. Present at RTCC, CAMPO TAC, and CAMPO Policy Board meetings	Achieved

2	Goal: Provide support and effective allocation of state resources related to criminal justice.

2.1	Objective: Provide support for the planning and funding of criminal justice activities in the region.

2.1.1	Strategy: Provide data and trends analysis to support the targeting of funds that address identified needs at the community and regional levels.

Performance Measure	Projected Outcome/Output	Actual Outcome/Output	Result
[b] Conduct meetings with stakeholders from issue areas including but not limited to family violence, support for crime victims, and juvenile programs.	2 Stakeholder meetings	2 Stakeholder meetings	Achieved
[b] Produce updates to regional criminal justice plan.	Annual update	Annual Update	Achieved
[b] Facilitate the Criminal Justice Advisory Committee and provide technical assistance for local governments.	2 CJAC meetings 1 grant writing workshop and ongoing TA	3 CJAC meetings 2 grant writing workshops and ongoing TA	Exceeded

3	Goal: Advocate for regional economic competitiveness by providing information and analysis, offering technical assistance to communities, and conducting outreach activities to advance place-based, sustainable, and resilient economic development within the region.

3.1	Objective: Serve as a central resource for economic developers, policy makers and other stakeholders within the region and support a broader implementation of strategies that lead to successful economic development.

3.1.1	Strategy: Work with the region's communities on local and regional economic development planning, including activities focused on providing current demographic data, conducting trends analyses and benchmarking, and providing subject-specific studies relating to economic development.
	Outcome: Recognized resource for economic developers, policy makers, regional, state, and federal stakeholders on matters that relate to economic development in the Capital Area.

Performance Measure	Projected Outcome/Output	Actual Outcome/Output	Result
[b] Update performance metrics for the region associated with the Comprehensive Economic Development Strategy.	Develop a project in support of a key strategy identified in the CEDS	Scoped workforce development information hub project	Achieved

3.2	Objective: Promote strategies that advance the region's economic competitiveness through planning, training, and technical assistance.

3.2.1	Strategy: Support regional and community projects and activities that promote innovation and entrepreneurship, education and workforce development, and expansion of business investment.
	Outcome: Regional cooperation on development initiatives and greater ability to efficiently and effectively implement projects which enhance the region's economic competitiveness.

Performance Measure	Projected Outcome/Output	Actual Outcome/Output	Result
[a,b] Conduct regional economic development meetings quarterly for elected officials and economic development professionals.	Organize and staff 4 CAEDD meetings	Organized and staffed 3 CAEDD meetings	Not met
[a,b] Provide support to communities in their preparation of EDA grant applications for development activities.	Increased applications	Increased applications (2)	Achieved

4	**Goal: Promote place-based economic development at the regional and community levels.**		
4.1	**Objective:** Provide customized analytics to support communities as they develop strategies that preserve the existing character of communities while allowing for equitable, sustainable, and resilient growth.		
4.1.1	**Strategy:** Work with cities, counties, and regional organizations during planning stage to assess the impact of development on existing and future housing, employment, transportation, and similar conditions.		
	Outcome: A decision-making process that allows policy makers the ability to make informed decisions regarding future development options in their communities.		
[b] Direct assistance to communities.	4 communities per year	Provided direct assistance to multiple communities	Exceeded

PLANNING AND ECONOMIC DEVELOPMNET - PERFORMANCE ANALYSIS FY 2018

CAPCOG's Planning and Economic Development Division strives to offer an area-wide perspective to local planning needs, with activities centered on data and planning services to cities and counties, Geographic Information System (GIS) support for the CAPCOG region, maintaining a regional grant process to support criminal justice programs, and offering a broad set of services that support economic and community development. In all but one area listed above, Planning and Economic Development met and/or exceeded the planned performance for FY 2018. The one target that was not met, the number of CAEDD meetings, was due to a need to cancel a meeting after two late cancelations from invited speakers. As this was outside the control of CAPCOG staff, this does not appear to be an ongoing performance issue. Projected performance measures for FY 2019 have been identified and outlined in the CAPCOG Projected Performance Report, with the anticipation that all measures will be achieved.

Some of the activities involved in completing these action steps are as follows:

- Launching an Economic Resiliency and Recovery program for our region in response to Hurricane Harvey
- Beginning a GIS Web Portal project, designed to create a secure environment for regional use of GIS data sets
- Developing a presentation to show communities the benefits of increasing senior housing

REGIONAL SERVICES

[a] - CAPCOG performance measure, [b] - TCEQ measure or TDA measure

1	Goal: Promote air quality within the region.			
1.1	**Objective:** Serve as a forum to identify, focus on, discuss, and study air quality issues.			
1.1.1	**Strategy:** Coordinate and host stakeholder meetings on air quality.			

Performance Measure	Projected Outcome/Output	Actual Outcome/Output	Result
[a] Number of Clean Air Coalition meetings hosted.	4	4	Met
[a] Number of Clean Air Coalition Advisory Committee meetings hosted.	4	4	Met

1.2	Objective: Assess the region's air pollution concentrations and emissions.			
1.2.1	**Strategy:** Analyze the region's 2017 air pollution data.			

Performance Measure	Projected Outcome/Output	Actual Outcome/Output	Result
[a,b] Report analyzing air quality data collected in 2017.	1 report	1 report	Met
1.2.2 **Strategy:** Monitor air pollution concentrations.			
[a,b] Hours of quality-assured ambient ozone concentration data collected at continuous air monitoring stations October 1, 2017 – October 31, 2017, and March 1, 2018, and September 30, 2018.	35,280 (75% of all possible hourly samples at 8 stations)	46,368	Exceeded
[a,b] Hours of quality-assured ambient fine particulate matter ($PM_{2.5}$) data collected at continuous air monitoring stations from October 1, 2017, to September 30, 2018.	6,570 (75% of all possible hourly samples at 1 stations)	8,621	Exceeded

1.3	Objective: Promote improvements in regional air quality.			
1.3.1	**Strategy:** Administer regional air quality grants.			

Performance Measure	Projected Outcome/Output	Actual Outcome/Output	Result
[b] Number of 2016-2017 grant recipients submitting follow-up reports.	5	5	Met
1.3.2 **Strategy:** Track implementation of region's Ozone Advance Program Action Plan.			

Performance Measure	Projected Outcome/Output	Actual Outcome/Output	Result
[b] Number of organizations reporting for the 2017 regional air quality report.	25	26	Exceeded

1.3.3	**Strategy:** Develop a new regional air quality plan.		

Performance Measure	Projected Outcome/Output	Actual Outcome/Output	Result
[a] Percent complete by 9/30/2018	75%	85%	Exceeded

2	**Goal: Promote safe disposal of solid waste and resource recovery.**		
2.1	**Objective:** Serve as a forum to identify, focus on, discuss, and study solid waste issues.		
2.1.1	**Strategy:** Coordinate and host stakeholder meetings on solid waste management and planning.		

Performance Measure	Projected Outcome/Output	Actual Outcome/Output	Result
[b] Number of Solid Waste Advisory Committee (SWAC) meetings.	2	4	Exceeded
[b] Number of Regional Environmental Task Force (RETF) meetings hosted.	4	4	Met

2.2	**Objective:** Support regional efforts to ensure the safe disposal of waste and promote resource recovery.		
2.2.1	**Strategy:** Monitor implementation of pass-through grants awarded by CAPCOG in FY 2016-2017.		

Performance Measure	Projected Outcome/Output	Actual Outcome/Output	Result
[b] Number of follow-up results reports submitted.	7	7	Met

2.2.2	**Strategy:** Award funding for pass-through grants for FY 2018-2019		

Performance Measure	Projected Outcome/Output	Actual Outcome/Output	Result
[b] Award funding for pass-through grants for FY 2018-19.	>$150,000 awarded	$176,100 awarded	Exceeded

2.2.3	**Strategy:** Provide staff support to the RETF's efforts to enhance the enforcement of solid waste and litter laws with the region.		

Performance Measure	Projected Outcome/Output	Actual Outcome/Output	Result
[a] Percentage of illegal dumping hotline calls responded to or referred to local law enforcement within two business days.	95%	100%	Exceeded

Performance Measure	Projected Outcome/Output	Actual Outcome/Output	Result
[a] Number of Basic Peace Officer Course (BPOC) environmental law classes.	2	4	Exceeded
[a] Number of cadets passing Basic Peace Officer Course (BPOC) environmental law class.	20	67	Exceeded
[a] Number of RETF environmental law trainings hosted.	2 Basic 1 Intermediate	2 Basic 1 Intermediate	Met
[a] Number of persons passing basic environmental law trainings.	40 passing Basic 20 passing Intermediate	55 passing Basic 34 passing Basic	Exceeded
2.2.4 **Strategy:** Host SWAC subcommittee meetings to initiate updates to Regional Solid Waste Management Plan.			
Performance Measure	Projected Outcome/Output	Actual Outcome/Output	Result
[a] Number of SWAC subcommittee meetings.	2 meetings	5 meetings	Exceeded
2.2.5 **Strategy:** Timely completion of conformance reviews of proposed MSW facility permits and registrations.			
[b] Average number of days after CAPCOG staff is notified that TCEQ has deemed application administratively complete.	<180 days	149 days	Exceeded

3	**Goal: Support the Community and Economic Development Assistance Funding Program for the Region.**			
3.1	**Objective:** Support the Texas Dept of Agriculture's Community Development Block Grant Program for non-entitlement jurisdictions in CAPCOG.			
3.1.1	**Strategy:** Conduct administrative and technical assistance work as required under CAPCOG's contract with Texas Department of Agriculture (TDA).			

Performance Measure	Projected Outcome/Output	Actual Outcome/Output	Result
[a] Percentage of TDA contract budget spent	90%	100%	Exceeded
[b] Deviation from desired 50%/50% ratio of administrative to technical assistance work.	<10%	0%	Exceeded

REGIONAL SERVICES - PERFORMANCE ANALYSIS FY 2018

CAPCOG's Regional Services Division provides staff expertise and grant support to regional natural resources planning and issues. Regional Services activities are centered on improving air quality, planning for solid waste management and waste reduction, and regional-level preparation for emerging natural resource issues. The Regional Services division met or exceeded all 21 the planned performance measures for FY 2018. Projected performance measures for FY 2019 have been identified and outlined in the CAPCOG Projected Performance Report, with the anticipation that all measures will be achieved.

Some of the activities involved in completing the action step described above are as follows:

Air Quality Planning

- Prepared a new regional air quality plan for 2019-2023
- Collected of ambient ozone and particulate matter air pollution concentrations and meteorological data in the region
- Analyzed 2017 ambient ozone and meteorological data
- Developed new emissions estimates for non-road diesel-powered equipment based on the impact of Texas Emission Reduction Plan (TERP) grants
- Developed a 2017 regional air quality report that included updates on regional air quality and the implementation status of emission reduction measures in region's Ozone Advance Program (OAP) Action Plan
- Outreach and education on air quality, including website updates, social media, advertising, presentations, and a new awards program
- Developed updated emissions data for non-road equipment within the region

Solid Waste Management and Environmental Enforcement

- Monitored and implementation of regional solid waste management grants and provided technical assistance as needed
- Hosted four workshops on Grant Management (2), Grant Writing (1), and Household Hazardous Waste (1), and
- Monitored implementation of regional solid waste grants
- Coordinated responses to calls to the regional illegal dumping hotline
- Distributed "no dumping" signs throughout the region
- Completed a conformance review for a proposed solid waste transfer stations in Bastrop County and Williamson Counties to evaluate whether the proposed facilities would conform to the region's solid waste management plan.
- Updated the Conformance Review processes and Checklist to facilitate land-use compatibility considerations.
- Initiated pre-application conformance review of a transfer station application in Travis County for a pending Recon Services application.
- Participated in the Stakeholder process for a City of Austin – Austin Resource Recovery Landfill Criteria Matrix under development.
- CAPCOG staff person now serving on the State of Texas Alliance for Recycling Board of Directors.
- At the request of the TCEQ Criminal Investigation Unit, CAPCOG's Solid Waste Program is assisting the AACOG in implementing a Regional Environmental Task Force.

Regional Review Committee for Community Economic Development Assistance Funding (CEDAF) Program

- Convened two Regional Review Committee (RRC) meetings
- Provided assistance to regional stakeholders in "non-entitlement" communities regarding Community Development Block Grant (CDBG) grants
- With the input of the RRC, developed and submitted a new guidebook for CDBG grants in non-entitlement communities for 2019-2020

Administration

ᵃ - CAPCOG performance measure, ᵇ – grant agreement or contractual requirement, ᶜ – Chapter 391, Local Government code requirement

1	**Goal:** Maintain accurate administration of CAPCOG finances and program reporting in compliance with all applicable guidelines, rules, and government regulations.
1.1	**Objective:** Provide accurate and timely financial reports and information that comply with appropriate state and federal requirements as well as general accounting principles.
1.1.1	**Strategy:** Prepare budgets and issue financial reports to program areas and funding agencies in a timely manner.

Performance Measure	Projected Outcome/Output	Actual Outcome/Output	Result
ᵇ Percentage of all financial reports, as required by grant agreements, submitted in a timely manner.	90%	100%	Exceeded
ᶜ Preparation of a Single Audit in accordance with state and federal regulations prior to June 30, 2018 deadline	Accepted by June Executive Committee meeting	Audit accepted June 13, 2018	Exceeded – report was actually ready 4/23/18, but the May Executive Committee meeting was cancelled
ᵃ Preparation of the annual budget for CAPCOG and individual program areas.	Budgets finalized 9/1/18, implement in financial software by November	Budget finalized 7/20/18 for Executive Committee, implemented in a timely manner	Exceeded – a second budget was also drafted with reorganization plans to be implemented after start of the FY
ᵃ Preparation of regular financial reports.	Regular and timely financials to directors	8 months of financials	Met
ᵃ Respond to audit and monitoring reports.	As required	Five (5) audits/monitoring visits conducted by grantor agencies	Met – all audit reports received and responded to; results reported to officers 6/13/18

2	**Goal:** Ensure CAPCOG implements appropriate administrative and program procedures in compliance with all applicable guidelines, rules, and government regulations and in the interest of best practices and efficient management.
2.1	**Objective:** Maintain accurate and effective policies and procedures.
2.1.1	**Strategy:** Update and/or develop policies and procedures related to administration of the agency's activities and programs.

Performance Measure	Projected Outcome/Output	Actual Outcome/Output	Result
[a] Conduct an audit of current contracts on file and create a database control for contract management.	Audit central files and create database.	Audit of files completed and spreadsheet developed. Interlocal contract template revamped and reviewed by legal counsel.	Partially met.
[a] Develop and implement policies, in compliance with statutes and current federal and state requirements.	Policies developed, updates scheduled.	Updates to personnel policies, investment policies, surveillance policies and processes developed for facilities.	Met
[a] Complete update to business continuity plans to ensure administrative functions are maintained in the event of an emergency.	Updated BCP.	Programs identified essential personnel and updated response. ITS and Executive functions largely complete but still in process.	Mostly met.

3	**Goal: Review and update technology access and uses internally.**
3.1	**Objective:** Maintain sufficient technology, equipment, bandwidth, and other information technology resources for the continual and expanded use of agency programs.
3.1.1	**Strategy:** Upgrade software applications and increase capacity and uses for staff.

Performance Measure	Projected Outcome/Output	Actual Outcome/Output	Result
[a] Continue to maximize use of SharePoint and cloud-based hosted services in the organization.	Departments trained and files relocated.	All management staff received online training. Several program have relocated files, administrative files only partially relocated.	Partially met
[a] Train IT personnel in security and in info tech systems.	Ensure infrastructure to support departments.	Sharepoint and security software training	Met

[a] Improve GIS tools and uses, and increase network bandwidth and firewall appliances.	Ensure capacity for GIS mapping and security	Implemented new virtual servers	Met

4	**Goal: Enhance the distribution of information for all CAPCOG programs that support member governments, staff, and other organizations.**
4.1	**Objective:** Disseminate information about CAPCOG programs, services, and activities to ensure it reaches member organizations and regional partners.
4.1.1	**Strategy:** Coordinate and compile information from all CAPCOG departments for timely distribution across the appropriate media.

Performance Measure	Projected Outcome/Output	Actual Outcome/Output	Result
[a] Produce a monthly newsletter in print and electronic formats.	12 newsletters	12	Met
[a] Oversee a review and re-vamp of the CACOG website for functionality and updated visuals, with the intent to prepare for future organizational needs.	Conduct website review; RFP for refresh	Consultant procured in March for review, Website redesign RFP issued in July and awarded in September.	Met

4	**Goal: Boost employee retention and engagement in the organization.**
4.1	**Objective:** Provide best recruitment practices and effective on-boarding techniques to better attract skilled job candidates and to provide for success of employees who want to work here.
4.1.1	**Strategy:** Widen the platforms through which we advertise and work with supervisors for better interviewing processes.

Performance Measure	Projected Outcome/Output	Actual Outcome/Output	Result
[a] Placement of better-matched employees.	A higher 1 year and 2 year retention rate	Turnover increased from prior year, but positions filled in a timely manner.	Met
[a] Provide a variety of training both job-based and professional growth oriented.	Conduct at least 2 trainings	2 trainings	Met
[a] Implement a 2-year training schedule for both organization-wide and program manager training events.	Develop schedule	Schedule for staff needs and agency needs discussed with Executive Director but not fully implemented.	Partially met.

ADMINISTRATIVE SERVICES - PERFORMANCE ANALYSIS FY 2018

Administrative Services is responsible for the internal and external services for all CAPCOG program areas including accounting, budgeting, financial management and reporting, personnel/payroll, benefits administration, purchasing, and records management. In most areas listed above, Administration met or exceeded the planned performance for FY 2018. Projected performance measures for FY 2019 have been identified and outlined in the Projected Performance Reports, with the anticipation that all measures will be achieved. Some of the activities involved in completing these action steps are as follows:

General Management
This year saw several long-term maintenance contracts and professional services contracts in need of renewal – including negotiating new long-term contracts for office machinery resulting in significant savings. Procuring a new legal team provided a timely opportunity for review and update of interlocal agreements and liability terminology for CAPCOG contracts. The admin team also negotiated and prepared for taking on new grant obligations with the General Land Office, establishing procedures for contracts with the agency related to temporary housing and laying the way for future programs in this area.

Finance
Finance staff refined their internal processes to meet new schedules of financial reporting, requiring multiple reports due simultaneously. Finance also experienced a transition in the assistant director position, requiring a re-alignment of duties and ongoing training. Directors of Finance and Administration worked more closely with individual directors on changes to financials and budgets to provide more up to date information for grant reporting and projections.

Information Technology Services
Going into FY 2018, there was a change in IT Director, requiring ramping up for the impending move and training a new systems support specialist. There were continued discussions and planning with regard to benefits in transition of data to Sharepoint. IT advanced the agency in providing Office 2010 or later operating systems. They also completed implementation of confidentiality requirements for client-related records and data in the Aging services program, implemented a new security system, and worked with Emergency Communications and Human Resources to develop a badging system.