

***TRANSPORTATION TECHNICAL
COMMITTEE***

***CONSENT ITEMS
AGENDA ITEMS II. A. L.***



2035 Tulare Street, Suite 201
Fresno, California 93721

Telephone: (559) 233-4148 • Fax: (559) 233-9645
Website Address: www.fresnocog.org

**JOINT
TRANSPORTATION TECHNICAL COMMITTEE
POLICY ADVISORY COMMITTEE**

Executive Minutes

Date: Friday, January 16, 2008
Time: 10:00 a.m.
Place: COG Sequoia Conference Room
2035 Tulare St., Suite 201, Fresno, CA

TTC Members Attending:

Scott Mozier, City of Fresno (Chair)	Gary Joseph, Fresno County Economic Opportunities Commission
Nicholas Don Paladino, Fresno Cycling Club	Bruce Webber, City of Reedley (Vice Chair)
Jeffrey Webster, Fresno Co. Rural Transit Agency	Darrell Unruh, City of Fresno
Renee Mathis, City of Clovis	Janet Dailey, Fresno County

PAC Members Attending:

Jose Ramirez, City of Firebaugh (Chair)	Bruce Rudd, City of Fresno
Rocky Rogers, City of Reedley (Vice Chair)	Gabriel Gonzalez, City of Mendota
Alan Bengyel, City of Orange Cove	Cruz Ramos, City of San Joaquin
Don Pauley, City of Kingsburg	Dan Spears, City of Sanger
Lynn Gorman, Fresno County	Kathy Millison, City of Clovis
Steve Curti, Caltrans	Lou Martinez, City of Parlier
David Elias, City of Fowler	Ron Manfredi, City of Kerman
	Mike Gaston, City of Selma

Others Attending:

Tony Boren, Executive Director	Kristine Cai, Fresno COG
Mary Gonzalez, City of Fresno	Stephanie Maxwell, Fresno COG
Joel Morales, CMS	Todd Sobrado, Fresno COG
Melissa Moradian, JSA	Clark Thompson, Fresno COG
Dwight Knoll, City of Clovis	Brenda Lauchner, Fresno COG
Ryan Burnett, City of Clovis	Lauren Dawson, Fresno COG
Ed Thompson, AFT	Kathy Chung, Fresno COG
Rose Willems, Fresno County Transportation Authority	Melissa Garza, Fresno COG
Barbara Steck, Fresno COG	Mike Bitner, Fresno COG
Les Beshears, Fresno COG	Renee DeVere-Oki, Fresno COG

The meeting was called to order by Jose Ramirez (Firebaugh). (Chair)

I. PUBLIC PRESENTATIONS

This portion of the meeting is reserved for persons wishing to address the TTC/PAC on items within its jurisdiction but not on this agenda. **Note: Prior to action by the TTC/PAC on any item on this agenda, the public may comment on that item. Unscheduled comments may be limited to 3 minutes.**

Member Agencies: The cities of Clovis, Coalinga, Firebaugh, Fowler, Fresno, Huron, Kerman, Kingsburg, Mendota, Orange Cove, Parlier, Reedley, San Joaquin, Sanger, Selma & Fresno County

Jeff Webster (FCRTA) informed the committee that the California Air Resources Board notified the Fresno County Rural Transit in December that they would be fined for operating compressed natural gas vehicles that are polluting the atmosphere. The CARB's calculations on paper has determined that the vehicles from 1997 have now deteriorated to a point that they are polluting just as much as a diesel vehicle and that FCRTA is to pay a fine of \$5,500.00 and dispose of 11 vehicles by the end of June. Mr. Webster had indicated to the CARB that they participate in the Bureau of Automotive Repairs process to annually inspect and test the vehicles. All of the FCRTA's vehicles pass every time and it is reported to the Bureau of Automotive Repairs on an annual basis. Mr. Webster found that the CARB does not recognize the Bureau of Automotive Repairs or that particular program.

II. CONSENT ITEMS

All items on the consent agenda are considered to be routine and non-controversial by COG staff and will be approved by one motion if no member of the Committee or public wishes to comment or ask questions. If comment or discussion is desired by anyone, the item will be removed from the consent agenda and will be considered in the listed sequence with an opportunity for any member of the public to address the Committee concerning the item before action is taken. **Additional action or guidance may occur on any item, even if noted as information.**

- | | |
|---|-------------|
| A. Joint TTC/PAC Executive Minutes of December 12, 2008 | Approve |
| B. Contract Amendment – PB Americas [BESHEARS] | Approve |
| C. FY 2008-09 First Quarter Progress Report [BESHEARS] | Accept |
| D. Environmental Justice Plan – Release for 45-day Review [SOBRADO] | Initiate |
| E. Farmland Conservation Model Program – Release for 45-day Review [SOBRADO] | Initiate |
| F. Adopt 2009 Formal Amendment #3 to the 2009 Interim Federal Transportation Improvement Program (FTIP), Formal Amendment #2 To the 2007 RTP and Associated Conformity Analysis – Resolution 2009-01, [DEVERE-OKI/DAWSON] | Approve |
| G. Delivery of Projects in FY 2007/2008 and Projected Delivery in FY 2008/2009 [DEVERE-OKI] | Information |
| H. FY 2007-08 Annual Listing of Projects [DEVERE-OKI] | Information |
| I. 2009 Washington D.C. "One Voice" Update [STECK] | Information |
| J. Measure 'C' Citizen Oversight Committee Vacancy – [LAUCHNER] | Information |
| K. Sacramento "Valley Voice" Trip [DANSBY] | Information |
| L. Policy Board Ad Hoc Sacramento "One Voice" Subcommittee Meeting [DANSBY] | Information |
| M. Call for Projects – Caltrans FY 2009-10 Transportation Planning Grants [DANSBY] | Information |
| N. Fresno County Board of Supervisors / Fresno COG Policy Board Joint Meeting, 1/29/2009, 4:00 p.m. [BOREN] | Information |
| O. Status Report on Sacramento Lobbying Activities— Steve Samuelian, California Consulting LLC [BOREN] | Information |
| P. Monthly Legislative Update [DANSBY] | Information |
| Q. Regional Clearinghouse [SOBRADO] | Information |

	Project	Applicant
1.	Fresno Area Hispanic Foundation – Building Renovation and Upgrade	Fresno Area Hispanic Foundation

For a complete summary of these items please see the January 16, 2009 Annotated Agenda. Available on our website @ www.fresnocog.org

Staff requested that Agenda Item E. be pulled for further discussion.

Jose Ramirez (Firebaugh) had Item E. moved from Consent to Action/Discussion as Item J.

A motion was made by Kathy Millison (Clovis) and seconded by Alan Bengyel (Orange Cove) to approve the Consent Items as presented with the exception of Item E. A vote was called for and the motion carried.

III. ACTION / DISCUSSION ITEMS

A. Draft 2009 Fresno COG Legislative Platform

Jennifer Dansby (COG) reported on this item. Based on feedback received during the November PAC and Policy Board meetings, staff is returning this month with a *Draft 2009 Fresno COG Legislative Platform* for your consideration. The document was included in the agenda packet.

Steve Samuelian California Consulting LLC discussed information on Sacramento One Voice Steering Committee Meeting that took place before the TTC/PAC meeting.

A motion was made by Cruz Ramos (San Joaquin) and seconded by David Elias (Fowler) to recommend approval of the *2009 Fresno COG Draft Legislative Platform*. A vote was called for and the motion carried.

B. Sacramento "One Voice" Trip – Advocacy Issues

Jennifer Dansby (COG) gave an update on this item. The 5th annual Sacramento "One Voice" advocacy trip is scheduled for March 9th and 10th. Staff and our lobbyist, Steve Samuelian, have begun preparations for the trip. Please contact Jennifer Dansby at (559) 233-4148 or jenniferd@fresnocog.org if you are interested in participating in the trip.

The Policy Board's Ad Hoc Sacramento "One Voice" Subcommittee met prior to the TTC/PAC meeting. The primary goal of the meeting was to develop a list of legislative and policy issues to recommend to the Policy Board for inclusion in the "One Voice" advocacy program. The committee's list of recommended advocacy issues was provided as a handout at the joint TTC/PAC meeting.

There was a consensus by the Committee to bring this item back in February in order to include the California Air Resources Board situation to the One Voice advocacy Issues. The CARB does not recognize the Bureau of Automotive Repairs Program.

C. Measure "C" Carpool Subsidy Program Update

Brenda Lauchner (COG) gave an update on this item. In November 2008, Fresno COG staff developed and introduced an innovative Measure "C" Carpool Subsidy Program to the TTC and PAC designed to replace the original \$50 gift card per person award. This newly proposed Measure C Carpool Subsidy Program offers an opportunity to all Fresno County residents who carpool at least twice a week and submit a Commute Log to be chosen to receive a \$1000 monthly commuting subsidy, and be eligible to receive yearly Grand Prizes. This strong effort to encourage Fresno County residents to carpool would begin July 1, 2009 and run through June 30, 2010.

A PowerPoint presentation was prepared for the TTC and PAC members that explained the proposed program with the following details:

- The rules and guidelines of the program
- Partnerships
- Subsidy Award Details

- Grand Prize Information
- Program Security and Monitoring Measures
- Outreach Plan
- Benefits
- Budget

There was a consensus by the Committee to accept the Measure "C" Carpool Subsidy Program.

D. Measure "C" Regional "Short Term" Program Project Delivery Schedule and Implementation Handbook PUBLIC HEARING 1/29/2009

Tony Boren, Executive Director reported on this item. At the December 12, 2008 TTC/PAC meeting the draft Measure "C" Regional "Short Term" Program Project Delivery Schedule and Implementation Handbook were released for a 45 day review and comment period. When the COG Policy Board meets on January 29, 2009 the review and comment period will have run its course and the Policy Board will be asked to adopt the Short Term Project Delivery Schedule and Handbook. In order to facilitate this process and ensure the timely expenditure of these funds, it is necessary to request TTC/PAC approval on the above referenced documents prior to completion of the 45 day review and comment period which will occur on February 25, 2009. In the event that significant comments are received after the TTC/PAC approval (January 16th) and before the 25th, COG staff will request a postponement at the Policy Board adoption and bring it back to the TTC/PAC in February.

As has been discussed previously, implementation of the Measure "C" Expenditure Plan approved by Fresno County voters in 2006 is being accomplished through the adoption of a series of *"Implementation Handbooks"* which detail the implementation requirements for each of the five components of Measure "C". In 2007, the COG Policy Board and the Fresno County Transportation Policy Board approved two previous Measure "C" Implementation Handbooks that dealt with public transit, local programs and alternative transportation programs. Since that time, staff and consultants have been working with the Measure "C" Regional Transportation Subcommittee to develop implementation details related to the Regional Transportation Program, utilizing a Short-Term (1st seven years), Mid-Term (2nd seven years) and Long-Term (final six years) approach.

Approval of the Short-Term Regional Transportation Program allows the local Tier 1 urban and rural street and highway projects listed in the Short-Term Regional Transportation Program to move forward without waiting for development and approval of the Mid- and Long-Term Regional Transportation Programs. The Short-Term period uses mainly Measure "C" funding and known STIP commitments. The projects scheduled during this period have a strong assurance of being completed.

The Mid-Term and Long-Term programs will primarily focus on the three large regional projects (Veterans Blvd., 168/180/41 Braided Ramps and SR 180 E projects beyond Academy Ave.) that remain to be completed. Due to the size and complexities of these large projects, this planning process will continue over the upcoming months, with an eventual adoption of these programs to occur once regional consensus has been developed on a delivery schedule for these projects.

The Regional Transportation Program is a very complex funding program that identifies how the Tier 1 regional urban and rural street and highway improvement projects listed in the Extension Expenditure Plan will be programmed over the 20-year life of the Measure. As a result, development of the program has required staff and the subcommittee to consider the availability and timing of funds in addition to Measure "C". Other funding sources include funds generated through the Regional Transportation Mitigation Fee (RTMF), a portion (75%) of State Transportation Improvement Program (STIP) funds, and other local funding.

In addition to the Mid-Term and Long-Term Programs, the only remaining subprogram to be fully developed as a part of this process is the School Bus Replacement Subprogram. Implementation details regarding these programs will be developed over the next few months. Once these programs are in final form, they will be combined with Programs in each of the two previously approved Handbooks (2007 and 2008), as well as the Short-Term Regional Transportation Program Handbook, to form the 2009 Measure "C" Extension Implementation Plan.

The Regional Transportation Subcommittee met on November 26 to review Tables 12 and 13 and recommended that the Draft Handbook and the schedules move forward for 45-day review and approval by the Fresno COG Board and Fresno County Transportation Authority (FCTA). The Subcommittee further recommended that the Mendocino Avenue widening project between Manning Avenue and the Industrial Park in Parlier referenced in the approved 2006 Measure "C" Extension Expenditure Plan be changed to Academy Avenue. This change was necessitated by cost overruns on the Mendocino Avenue project related to the required purchase of a gas station and the related environmental cleanup.

A motion was made by Kathy Millison (Clovis) and seconded by Alan Bengyel (Orange Cove) Recommend the approval the Measure "C" Short-Term Regional Program Project Delivery Schedule and Implementation handbook.

E. Blueprint Update

Barbara Steck (COG) gave an update on this item. There are two Blueprint items of interest this month: The Valleywide Blueprint Summit will be held in Fresno at the New Exhibit hall on January 26th from 10:00 AM to 3:00 PM. You can register on line at www.valleyblueprint.org . The website includes detailed information on the Valleywide Blueprint scenarios that will be discussed at the Summit.

In addition, the DRAFT **Blueprint Progress Report**, which summarizes Blueprint activities that have taken place to date here in Fresno County, will be distributed this month. The document will remain in draft form until there is consensus on a Valleywide Blueprint vision.

This was an information item and required no further action by the Committee.

F. Federal Economic Stimulus Package

Renee DeVere-Oki (COG) reported that the Federal Government is currently developing legislation to create a broad national economic recovery package that will generate jobs and get our economy moving forward again. A subset of this package is aimed at funding "shovel ready" transportation infrastructure projects. COG staff has been actively participating in dialogue at both a state and national level, tracking policy recommendations and evaluating the needs of our region.

Staff provided a verbal update of ongoing activities at the meeting.

This was an information item and required no further action by the Committee.

G. Abandoned Vehicle Abatement—FY 2008-09 First Quarter Status Report [THOMPSON]

Clark Thomson (COG) reported on this item. As stated in the 2003 Fresno County Abandoned Vehicle Abatement Service Authority Plan, the Fresno COG, as administrator of the AVA Program, shall submit a quarterly status report to the Fresno County Abandoned Vehicle Abatement Service Authority. The Service Authority has directed the quarterly status report first be presented to the Policy Advisory Committee for review and recommendation.

Status reports are submitted quarterly to ensure proper distribution of funding to the member agencies. This status report contains the following information:

- The gross amount of money received by the Authority from the Abandoned Vehicle Trust Fund during the quarter.
- An itemized statement of the Abandoned Vehicle Trust Fund monies expended by the Authority during the quarter.
- An accounting of money expended for major purchases, if any.
- An accounting of unexpended revenues from the Abandoned Vehicle Trust Fund.
- An accounting of the total number of vehicles and parts thereof abated by the Authority during the quarter.

The enclosure for this item indicated the level of activity and distribution of funding to the member agencies. For the first quarter of FY 2008-09, a total of \$190,966.30 in current AVA revenues was received and available for distribution to member agencies and to the Fresno COG for program administration. During the quarter, member agencies expended \$178,028.56 conducting AVA activities and the Fresno COG claimed \$2,375.00 for program administration. Revenues exceeded expenses during the quarter by \$10,562.74, thereby contributing to the program's accumulated surplus. A total of 1,067 vehicles were abated this quarter, compared to 1,332 vehicles abated during the same quarter of the previous fiscal year. This decrease is largely attributable to a substantial decline in the number of vehicle abatements by the City of Fresno during the quarter.

A motion was made by Cruz Ramos (San Joaquin) and second by Don Pauley (Kingsburg) to recommend acceptance of the Abandoned Vehicle Abatement FY 2008-09 First Quarter Summary Report as presented.

J. Farmland Conservation Model Program – Release for 45-day Review

Tony Boren (COG) reported on this item and Ed Thompson (American Farmland Trust) provided a PowerPoint Presentation. In March 2007, the San Joaquin Valley Partnership awarded Fresno COG \$200,000 to develop a Farmland Conservation Model Program for Fresno County that could subsequently be expanded to the rest of the San Joaquin Valley. Contracting with the American Farmland Trust, a recognized expert on issues pertaining agricultural conservation, Fresno COG worked for the past eighteen months with two committees comprised of key agricultural and community stakeholders to:

- Identify and map characteristics that make farm and ranch lands strategic resources for agriculture.
- Document and analyze current trends affecting agricultural lands, as well as public policies, market forces and other factors that contribute to them.
- Select a coordinated set of policies and techniques that will effectively conserve the most strategic farmland for agricultural use while accommodating urban growth.

Fresno COG and the American Farmland Trust, under the direction of the Farmland Conservation Model Program Steering Committee and with extensive input from the Farmland Conservation Model Program Advisory Committee, recently completed the Farmland Conservation Model Program Report for Fresno County and would like to release the report for the 45 day public comment period.

Questions and comments can be directed to Todd Sobrado at the Fresno COG at todds@fresnocog.org.

Jose Ramirez (Firebaugh) commented that Ed Thompson (FMCP) and John Wright understand the dynamics of the Westside and the land retirement that has been taking place over time and the lower threshold in terms of productivity and in terms of crop land on the Westside.

Mr. Ramirez questioned recommending growth on the Westside verses the primary cultural land that we have in the golden triangle. Mr. Ramirez also questioned why the foothills on the Westside have not developed any growth and why is it not as important as any other property in the County. John Wright replied that this would be a topic for the Blueprint process which is much more expansive in its scope.

A motion was made by Kathy Millison (COG) and seconded by Cruz Ramos (San Joaquin) to recommend initiation of the 45-day public review and comment period for the Farmland Conservation Model Program for Fresno County.

H. Tulare Basin Wildlife Partners, Riparian-Wildlife Corridor Report (Continued from October 8, 2008)

Clark Thompson (COG) reported that in February of last year, the Fresno COG entered into an agreement with the Tulare Basin Wildlife Partners to examine in depth several riparian-wildlife corridors and provide recommendations for a conservation strategy for these corridors. The corridors selected for detailed study include the Kings River Riparian Corridor, the Arroyo Pasajero Riparian Corridor Complex (including Los Gatos, Warthan, Jacalitos and Zapato Chino creeks), and the Fresno Slough Riparian Corridor. These are the corridors with the highest potential for habitat/wildlife conservation and conjunctive use opportunities.

The Riparian-Wildlife Corridor Report includes written documentation, maps, and tables. It accomplishes the following tasks:

- Provides scientifically-based information on the above-noted riparian rivers and streams.
- Identifies site selection criteria and potential sites that may, if necessary, mitigate impacts to these riparian-wildlife corridors caused by transportation and development projects. These projects include Measure C Extension Tier 1 projects, the potential high speed rail project, and other potential projects.
- Identifies multi-purpose opportunities for these corridors such as groundwater banking, flood protection, private landowner participation, recreation, and new business opportunities.
- Identifies and leverages additional federal, state, and private funding opportunities for conservation bank creation.
- Facilitates, streamlines, or avoids federal or state regulatory concerns by being proactive and not reactive.

~~The Report identifies regionally significant riparian areas. The coarse-grain level of analysis suggests that some Tier 1 projects may have an impact on these riparian habitats. However, it is the project-level environmental review that will identify specific impacts to riparian habitats, if any, and determine appropriate mitigation measures.~~

The Report has relevance for Fresno County's Blueprint Planning Program. For example, the Open Space Goal under the Environmental Resource Management Element of the Blueprint states: "Promote the preservation or creation of open space connectivity for habitat and wildlife, as well as recreational users of the region." Information in this Report will help implement this goal and related objectives.

This item was presented to the TTC at its October 8, 2008 meeting but was continued for 60 days in order to more clearly identify the Measure C Extension Tier 1 projects and the High-Speed Rail project in the report text and maps. These clarifications have been made to the report.

Clark Thompson (COG) explained that this item was continued from the October meeting with the Transportation Technical Committee for a couple of reasons. Number one was to clarify some projects in the Tier 1 report. Number 2 was that there was some concern that this report might result in additional mitigation measures that would be required for development on some

of the infrastructure projects, this has been clarified. Mr. Thompson introduced Rob Hansen (TBWP) to give a PowerPoint presentation.

A motion was made by Don Pauley (Kingsburg) and seconded by Cruz Ramos (San Joaquin) to recommend acceptance of the Tulare Basin Wildlife Partners, Riparian-Wildlife Corridor Report. A vote was called for and the motion carried.

I. Caltrans Monthly Report

Steve Curti (Caltrans) provided an update on Caltrans activities. There are no changes to any of the projects delivery schedules.

This was an information item and required no further action by the Committee.

IV. OTHER BUSINESS

A. Items from Staff

There were no Items from staff

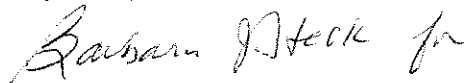
B. Items from Members

There were no items from members.

Adjournment

There being no further business, the meeting was adjourned.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "Tony Boren", followed by the word "for".

Tony Boren, Executive Director
Council of Fresno County Governments

\sm

BEFORE THE
COUNCIL OF FRESNO COUNTY GOVERNMENTS
RESOLUTION NO. 2009-02

In the Matter of:	)	RESOLUTION APPROVING PROPOSITION
	)	1B FUNDING FOR TRANSIT SYSTEM
PROPOSITION 1B FUNDING	)	SAFETY, SECURITY & DISASTER
FOR TRANSIT SYSTEM	)	RESPONSE ACCOUNT APPLICATIONS
SAFETY, SECURITY, &	)	FOR THE CITY OF CLOVIS, THE CITY OF
<u>DISASTER RESPONSE ACCOUNT</u>	)	FRESNO, AND THE FRESNO COUNTY RURAL
		TRANSIT AGENCY

WHEREAS, the Highway, Safety, Traffic Reduction, Air Quality, and Port Security Bond Act of 2006, approved by the voters as Proposition 1B on November 7, 2006, as enacted by SB99 Statutes of 2007 includes a program of funding to be deposited in the Transit System Safety, Security, and Disaster Response Account to be made available for projects that provide increased protection against a security and safety threat, and for capital expenditures to increase the capacity of transit operators to develop disaster response transportation systems, and

WHEREAS, the Council of Fresno County Governments is the designated County Transportation Planning Agency responsible for calculating and approving the available allocation for each project sponsor applying for funds pursuant to PUC Sections 8879.55(a)(2), and

WHEREAS, the City of Clovis has submitted an application for procurement of Clovis Transit Security Cameras, and

WHEREAS, the Fresno County Rural Transit Agency has submitted application for Phase 2 of On-Board Vehicle Video Surveillance Recording System, and

WHEREAS, the City of Fresno, hereafter Fresno Area Express, has submitted application for procurement of On-Bus Video Surveillance Equipment, and

PUC Section 8879.55	(a)(2)	(a)(3)
Clovis Transit Security Cameras	\$73,254	
Fresno County Rural Transit Agency	\$166,625	\$4,316
Fresno Area Express	\$482,515	\$93,248

NOW THEREFORE BE IT RESOLVED, the Executive Director is hereby authorized to execute for and on behalf of the Council of Fresno County Governments, a public entity established under the laws of the State of California, any actions necessary for the purpose of obtaining financial assistance provided by the Governor's Office of Homeland Security.

THE FOREGOING RESOLUTION was passed and adopted by the Council of Fresno County Governments this 26th day of February, 2009.

AYES:

NOES:

ABSTAIN:

ABSENT:

ATTEST:

Signed _____
Trinidad M. Rodriguez, Chairman

I hereby certify that the foregoing is a true copy of a resolution of the Council of Fresno County Governments duly adopted at a regular meeting thereof held on the 26th day of February, 2009.

Signed: _____
Tony Boren, Executive Director

BEFORE THE
COUNCIL OF FRESNO COUNTY GOVERNMENTS
RESOLUTION NO. 2009-03

In the Matter of:)
)
FRESNO COUNTY RURAL)
TRANSIT AGENCY PTMISEA)
APPLICATION)

RESOLUTION AUTHORIZING
FERTA PTMISEA APPLICATION
FOR ROLLING STOCK REPLACEMENT
CUT-AWAY VANS

WHEREAS, the Council of Fresno County Governments (Fresno COG) has been designated the Regional Transportation Planning Agency (RTPA) for Fresno County by the Secretary of the Business and Transportation Agency pursuant to Section 29532 of the California Code of Regulations (as amended by AB 402, 1977); and acting as the Metropolitan Planning Agency (MPO) (Federal Highway Act of 1974 and the Urban Mass Transportation Administration Act of 1964 as amended pursuant to the joint regulations - Code of Federal Regulations, Title 23, Part 450; Title 49, Part 613); and

WHEREAS, the Highway, Safety, Traffic Reduction, Air Quality, and Port Security Bond Act of 2006, approved by the voters as Proposition 1B on November 7, 2006, as enacted by SB99 Statutes of 2007 includes a program of funding to be deposited in the Public Transportation Modernization, Improvement, and Service Enhancement Account to be made available to Contributing Project Sponsors in California for allocation to eligible public transportation projects, and

WHEREAS, the Council of Fresno County Governments is the Contributing Project Sponsor for Fresno County, for Public Transportation Modernization, Improvement, and Service Enhancement funds and has allocated funding to eligible Transit Operators pursuant to PUC Sections 8879.55(a)(2) and 8879.55(a)(3), and

WHEREAS, the Fresno County Rural Transit Agency has submitted an application for \$962,733 for procurement of rolling stock Replacement Cut-Away Vans.

NOW THEREFORE BE IT RESOLVED, the Council of Fresno County Governments hereby approves the award and authorizes the application to be forwarded to Caltrans for payment.

THE FOREGOING RESOLUTION was passed and adopted by the Council of Fresno County Governments this 26th day of February, 2009.

AYES:

NOES:

ABSTAIN:

ABSENT:

ATTEST:

Signed: _____
Trinidad M. Rodriguez, Chairman

I hereby certify that the foregoing is a true copy of a resolution of the Council of Fresno County Governments duly adopted at a regular meeting thereof held on the 26th day of February, 2009.

Signed: _____
Tony Boren, Executive Director

Social Services Transportation Advisory Council
Membership List
Updated January 2009

Potential Transit User 60 Years of Age or Older (minimum of 1)			
Appointment	Resident/of Geographic Representation	Term Expires	Ethnic Background
Terri Staples	Fresno/Fresno County	5-2009	Caucasian
Phyllis Baltierra, Firebaugh Sr.Site Coordinator	Firebaugh /Fresno County	3-2009	Hispanic
Representatives of the Local Social Service Providers for Seniors (minimum of 2)			
Appointment	Resident Of/ Geographic Representation	Term Expires	Ethnic Background
Linda Descoteaux, FMAAA	Fresno/Fresno County	3-2009	Caucasian
<i>Margo Lerwill, Fresno County Public Works</i>	<i>Fresno/Fresno County</i>	<i>2-2012</i>	<i>Caucasian</i>
<i>Nikki Vartikian, CCNF</i>	<i>Fresno/Fresno County</i>	<i>3-2012</i>	<i>Hispanic</i>
Potential Transit User Who Is Disabled (minimum of 1)			
Appointment	Resident Of/ Geographic Representation	Term Expires	Ethnic Background
Carlos Duarte, FAX	Fresno/Fresno County	3-2009	Hispanic
Bill Sheen	Clovis/Fresno County	4-2009	Caucasian
Representative of the Local Social Service Provider for Disabled (minimum of 2)			
Appointment	Resident Of/ Geographic Representation	Term Expires	Ethnic Background
Bill Hyatt, CVRC	Fresno/Fresno County	6-2009	Caucasian

Representative of a Local Social Service Provider for Persons of Limited Means (minimum of 1)

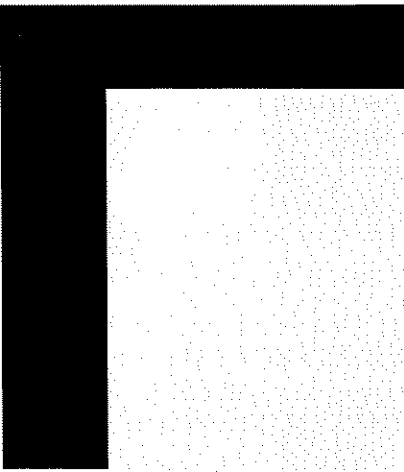
Appointment	Resident Of/ Geographic Representation	Term Expires	Ethnic Background
<i>Dr. Connie Cha, Empowerment Institute</i>	<i>Fresno/Fresno County</i>	<i>3-2012</i>	<i>Asian American</i>
Bob Hand, Ctr. for Independent Living	Fresno/Fresno County	6-09	Caucasian

Representatives from the Local Consolidated Transportation Service Agency (minimum of 2)

Appointment	Resident Of/ Geographic Representation	Term Expires	Ethnic Background
Shonna Halterman, Clovis Transit	Clovis/Fresno County	9-2009	Caucasian
Gary Joseph, FCEOC/CTSA	Fresno/Fresno County	6-2009	Caucasian
Jeffrey Webster, FCRTA	Fresno/Fresno County	6-2009	Caucasian
Judith Nishi, FAX	Sanger/Fresno County	6-2009	Asian American

Representatives of General Public

Appointment	Resident Of/ Geographic Representation	Term Expires	Ethnic Background
<i>Dottie Wright</i>	<i>Fresno/Fresno County</i>	<i>2-2012</i>	<i>Caucasian</i>



Transit Productivity Evaluation FY 2007-08

Fresno Area Express/Handy Ride
Clovis Stageline/Roundup
Fresno County Rural Transit Agency
Consolidated Transportation Service Agency

December 21, 2008

*Council of Fresno County Governments
2035 Tulare Street, Suite 201
Fresno, CA 93721
559-233-4148
www.fresnocog.org*

Transit Productivity Evaluation FY2007-2008

Fresno Area Express/Handy Ride
Clovis Stageline/Roundup
Fresno County Rural Transit Agency
Consolidated Transportation Service Agency

December 21, 2008

Council of Fresno County Governments
2035 Tulare Street, Suite 201
Fresno, California 93721

FY07-08 TRANSIT PRODUCTIVITY EVALUATION

TABLE OF CONTENTS

INTRODUCTION	v
Overview of Fresno County Public Transportation Systems	v

SECTION I

FRESNO AREA EXPRESS/HANDY RIDE

I.	SUMMARY DESCRIPTION OF SERVICES	I-1
II.	SIGNIFICANT SERVICE CHANGES OR ACTIVITIES	I-1
	New Fixed-Route Services and Minor Service Modifications	I-1
	Exterior Advertising	I-2
	Bike N’Bus Program	I-2
	Wheelchair Lift Deployments	I-2
	Support Services	I-2
	Administration	I-2
	Planning	I-3
	Operations	I-4
	Maintenance	I-4
	Public Information and Community Outreach	I-4
III.	TRIENNIAL PERFORMANCE AUDIT RECOMMENDATIONS (FY2004 TO FY2006)	I-6
	A. Pacific Municipal Consultants (State - TDA Required Audit)	I-6
	B. Interactive Elements Inc. (Federal - FTA Required Audit)	I-7
IV.	FOLLOW-UP ON FY2007 PRODUCTIVITY EVALUATION RECOMMENDATIONS	I-9
V.	HIGHLIGHTS OF PRODUCTIVITY DATA	
	Fresno Area Express.....	I-10
	Handy Ride Division	I-11
VI.	FRESNO AREA EXPRESS/HANDY RIDE: FY2007-2008 PRODUCTIVITY COMMITTEE RECOMMENDATIONS	I-12

SECTION II

CLOVIS TRANSIT, STAGELINE, AND ROUNDUP

I.	SUMMARY DESCRIPTION OF SERVICES.....	II-1
II.	SIGNIFICANT SERVICE CHANGES OR ACTIVITIES	II-2
	Service	II-3
	Planning.....	II-3
	Marketing	II-4
III.	FOLLOW-UP ON TRIENNIAL PERFORMANCE AUDIT (FY2004 TO FY2006) RECOMMENDATIONS	II-4
IV.	FOLLOW-UP ON FY2007 PRODUCTIVITY EVALUATION RECOMMENDATIONS	II-5
V.	HIGHLIGHTS OF PRODUCTIVITY DATA	II-6
	Clovis Stageline	II-6
	Clovis Roundup	II-7
VI.	CITY OF CLOVIS: FY2007-2008 PRODUCTIVITY COMMITTEE RECOMMENDATIONS	II-7

SECTION III

FRESNO COUNTY RURAL TRANSIT AGENCY

I.	SUMMARY DESCRIPTION OF SERVICES.....	III-1
II.	SIGNIFICANT SYSTEM SERVICE AND ADMINISTRATIVE CHANGES	III-2
	FCRTA Service Modifications for FY2007	III-2
	Marketing of Transit Services	III-5
	Inter-City Service Modifications.....	III-5
	Ridership by Senior Citizens.....	III-6
	Management and Organization	III-6
	Accessible Services in Compliance with the ADA and Subsequent Implementation Regulations	III-7
	Responsibilities and Mandates under the Clean Air Act of 1990, the San Joaquin Valley Basin Air Quality Plan, and the Council of Fresno County Government's Transportation Control Measures (TCM) Plan and Congestion Management Plan (CMP)	III-7
	Driver Training.....	III-8
	Vehicle Maintenance.....	III-9
III.	TRIENNIAL PERFORMANCE AUDIT RECOMMENDATIONS FY2004 TO FY2006	III-9
IV.	FOLLOW-UP ON FY2006 PRODUCTIVITY COMMITTEE RECOMMENDATIONS.....	III-10
V.	HIGHLIGHTS OF PRODUCTIVITY DATA	III-11
	Overall System	III-11
	Clarifications	III-11
	Subsystem Comments	III-12
VI.	FCRTA: FY2006-2007 PRODUCTIVITY COMMITTEE RECOMMENDATIONS	III-16

SECTION IV

CONSOLIDATED TRANSPORTATION SERVICES AGENCY FOR THE FRESNO METROPOLITAN AREA AND RURAL FRESNO COUNTY

I.	BACKGROUND.....	IV-1
II.	SUMMARY DESCRIPTION OF SERVICES.....	IV-1
III.	ANNUAL AND TRIENNIAL REVIEW PROCESS.....	IV-4
IV.	SIGNIFICANT SERVICE/ADMINISTRATIVE CHANGES.....	IV-4
	Passenger Transportation	IV-4
	Meal Delivery Transportation	IV-4
	Vehicle Maintenance	IV-5
	Administrative Structure	IV-5
V.	OVERALL CTSA SERVICES	IV-6
	Vehicle Maintenance	IV-6
	Driver Training	IV-6
	Insurance	IV-6
VI.	PRODUCTIVITY COMMITTEE RECOMMENDATIONS AND AGENCY'S RESPONSE.....	IV-7
VII.	TRIENNIAL PERFORMANCE AUDIT FOR FY2004 TO FY2006.....	IV-10
VIII.	HIGHLIGHTS OF PRODUCTIVITY DATA	IV-10
IX.	CTSA: FY2007-2008 PRODUCTIVITY COMMITTEE RECOMMENDATIONS	IV-12

INDEX OF TABLES

TABLE 1 Fresno County Public Transportation Systems, FY2007-08	vi
--	----

FRESNO AREA EXPRESS

TABLE I-1 Fresno Area Express Productivity Indicator Comparisons - FY2007 vs. FY2008.....	I-11
TABLE I-2 Handy Ride Productivity Indicator Comparisons - FY2007 vs. FY2008.....	I-11
TABLE I-3 Fresno Area Express Summary of Key Operational Indicators – FY2005 to FY2008	I-13
TABLE I-4 Fresno Area Express Percentage Change of Key Operational Indicators - FY2006 vs. FY2008	I-13
TABLE I-5 Handy Ride Summary of Key Operational Indicators – FY2005 to FY2008	I-14
TABLE I-6 Handy Ride Percentage Change of Key Operational Indicators – FY2006 to FY2008	I-14

CLOVIS TRANSIT

TABLE II-1 Stageline Annual Productivity Trends, FY2006 to FY2008	II-8
TABLE II-2 Clovis Roundup Annual Productivity Trends, FY2006 to FY2008	II-9

FRESNO COUNTY RURAL TRANSIT AGENCY

TABLE III-1 FY2006 through FY2008 Summary of FCRTA Totals Data	III-17
TABLE III-2 FY2006 through FY2008 Summary of FCRTA Performance Characteristics	III-17
TABLE III-3 FY2007 FCRTA System Summary	III-18
TABLE III-4 FY2008 FCRTA System Summary	III-18
TABLE III-5 FCRTA System Summary (Numeric Change) FY2007 vs. FY2008	III-19
TABLE III-6 FCRTA System Summary (Percentage Change) FY2007 vs. FY2008	III-19
TABLE III-7 Summary of Performance Characteristics FY2007	III-20
TABLE III-8 Summary of Performance Characteristics FY2008	III-20

CONSOLIDATED TRANSPORTATION SERVICES AGENCY FOR THE FRESNO METROPOLITAN AREA AND RURAL FRESNO COUNTY

TABLE IV-1 Urban Area, Productivity Data- FY2007	IV-13
TABLE IV-2 Urban Area, Productivity Data - FY2008	IV-13
TABLE IV-3 Rural Area, Productivity Data - FY2007	IV-14
TABLE IV-4 Rural Area, Productivity Data - FY2008	IV-14
TABLE IV-5 Combined Area, Productivity Data - FY2008	IV-15
TABLE IV-6 Combined Area, Productivity Data - FY2007	IV-15

LIST OF EXHIBITS

FRESNO AREA EXPRESS

EXHIBIT I-1 Passengers/Revenue Hour	I-15
EXHIBIT I-2 Operating Cost/Revenue Hour	I-15
EXHIBIT I-3 Operating Cost/Passenger	I-16
EXHIBIT I-4 Passenger/Revenue Mile	I-16
EXHIBIT I-5 Operating Cost/Revenue Mile	I-17
EXHIBIT I-6 Farebox Recovery Ratio	I-17
EXHIBIT I-7 Handy Ride Passengers/Revenue Hour	I-18
EXHIBIT I-8 Handy Ride Operating Cost/Revenue Mile	I-18
EXHIBIT I-9 Handy Ride Operating Cost/Passenger	I-19
EXHIBIT I-10 Handy Ride Passenger/Revenue Mile.....	I-19
EXHIBIT I-11 Handy Ride Operating Cost/Revenue Mile.....	I-20
EXHIBIT I-12 Handy Ride Farebox Recovery Ratio	I-20

CLOVIS TRANSIT

EXHIBIT II-1 Clovis Roundup, Passengers/Revenue Hour	II-10
EXHIBIT II-2 Clovis Roundup, Passengers/Revenue Mile	II-10
EXHIBIT II-3 Clovis Roundup, Cost/Vehicle Hour	II-11
EXHIBIT II-4 Clovis Roundup, Cost/Vehicle Mile	II-11
EXHIBIT II-5 Clovis Roundup, Percent Farebox Recovery - Less Measure C	II-12
EXHIBIT II-6 Clovis Roundup, Cost/Passenger	II-12
EXHIBIT II-7 Clovis Stageline, Percent Farebox Recovery - Less Measure C	II-13
EXHIBIT II-8 Clovis Stageline, Passengers/Revenue Hour	II-13
EXHIBIT II-9 Clovis Stageline, Passengers/Revenue Mile	II-14
EXHIBIT II-10 Clovis Stageline, Cost/Vehicle Hour	II-14
EXHIBIT II-11 Clovis Stageline, Cost/Vehicle Mile	II-15
EXHIBIT II-12 Clovis Stageline, Cost/Passenger	II-15

FRESNO COUNTY RURAL TRANSIT AGENCY

EXHIBIT III-1 Performance Indicator Summary FY2006 through FY2008	III-17
EXHIBIT III-2 Passengers/Hour	III-21
EXHIBIT III-3 Passengers/Mile	III-21
EXHIBIT III-4 Cost/Hour	III-22
EXHIBIT III-5 Cost/Mile	III-22
EXHIBIT III-6 Cost/Passenger	III-23
EXHIBIT III-7 Farebox Return (%)	III-23

CONSOLIDATED TRANSPORTATION SERVICES AGENCY

EXHIBIT IV- 1 CTSA Urban Costs	IV-16
EXHIBIT IV- 2 CTSA Rural Costs	IV-16

FY2007-2008 TRANSIT PRODUCTIVITY EVALUATION

INTRODUCTION

The productivity evaluation is conducted annually to assess the progress of transit operators who receive State Transportation Development Act funds and to recommend potential productivity improvements. The California Public Utilities Code 99244 requires that "Each transportation planning agency shall annually identify, analyze and recommend potential productivity improvements which could lower the operating costs of those operators who operate at least 50 percent of their vehicle service miles within the area under its jurisdiction." If operators fail to reasonably respond to recommended productivity improvements, Local Transportation Funds cannot exceed appropriation for the prior year.

The Consolidated Transportation Services Agencies (CTSA's) for both the metropolitan and rural areas are being evaluated in accordance with the "Assembly Bill 120 Action Plan" (February 1982) policy. This policy states that the CTSA designate(s) will be reviewed "at least annually" for compliance with the Action Plan.

The FY2007-08 Productivity Evaluation assesses the following agencies:

1. Fresno Area Express (FAX) and Handy Ride
2. Clovis Stageline and Roundup
3. Fresno County Rural Transit Agency (FCRTA)
4. Consolidated Transportation Services Agencies (CTSA) for the Metropolitan and Rural Areas

State law also requires Triennial Performance Audits of each transit operator (PUC 99246-99249). The most recent performance audit of the operators listed above was completed by Pacific Municipal Consultants (PMC) for FY2004 through FY2006. Final recommendations from the audits are reflected in this report.

OVERVIEW OF FRESNO COUNTY'S PUBLIC TRANSPORTATION SYSTEMS

Public transportation operators in Fresno County provided a total of 18.3 million passenger trips from the period beginning July 2007 through June 2008 at a cost of approximately \$55.8 million. As shown in Table 1, the systems traveled a combined 9,172,351 miles and operated 727,752 hours of service. Fares collected totaled \$15.4 million, representing an overall 27.55 percent farebox recovery ratio.

FAX, the largest public transit provider in the Fresno County region, provided a total of 16.9 million passenger trips (92.2 percent of the county total), followed by the CTSA, and the FCRTA with 538,132 trips (2.9 percent) and 460,839 trips (2.5 percent) respectively. Fresno Handy Ride provided 191,530 trips (1.0 percent of the county total), while Clovis Stageline and Clovis Roundup combined provided 239,909 (1.3 percent) of all trips.

System wide, 25.22 passengers per hour and 2.0 passengers per mile were carried during FY2008. The cost per hour was \$76.78 and cost per passenger was \$3.04. Overall, the systems provided more passenger trips than in FY07 and at a higher cost reflecting the escalating cost of both diesel fuel and compressed natural gas.

Table 1

**Fresno County Public Transportation Systems
Productivity Summary
FY2007-08**

Agency	Passengers	Miles	Hours	Costs	Fare Revenues	Pass/ Hour	Pass/ Mile	Cost/ Hour	Farebox Ratio
FAX	16,925,826	4,676,648	400,468	\$36,717,970	\$8,850,097	42.27	3.62	\$91.69	24.10%
Handy Ride	191,530	1,126,489	106,771	\$5,652,481	\$145,253	1.79	0.17	\$52.94	2.57%
Stageline	184,264	334,461	20,015	\$1,697,431	\$339,486	9.21	0.55	\$84.81	20.00%
Round-up	55,645	319,120	24,024	\$1,493,013	\$149,301	2.32	0.17	\$62.15	10.00%
FCRTA	460,839	850,528	62,758	\$4,073,584	\$531,857	7.34	0.54	\$64.91	13.06%
*CTSA	538,132	1,865,105	113,716	\$6,245,114	\$5,376,913	4.73	0.29	\$54.92	86.10%
Total	18,356,236	9,172,351	727,752	\$55,879,593	\$15,392,907	25.22	2.00	\$76.78	27.55%

9,404 passenger trips provided by taxi.

* CTSA statistics do not include clients, costs, miles, or hours associated with the urban and rural "Meal Delivery" services.

NOTE: Both FCRTA and CTSA farebox revenues include some social service augmentation consistent with Fresno COG's AB120 Action Plan and the State TDA. Clovis Stageline and Roundup farebox includes some Measure C funds. FAX and Clovis Stageline passengers include transfer passengers.

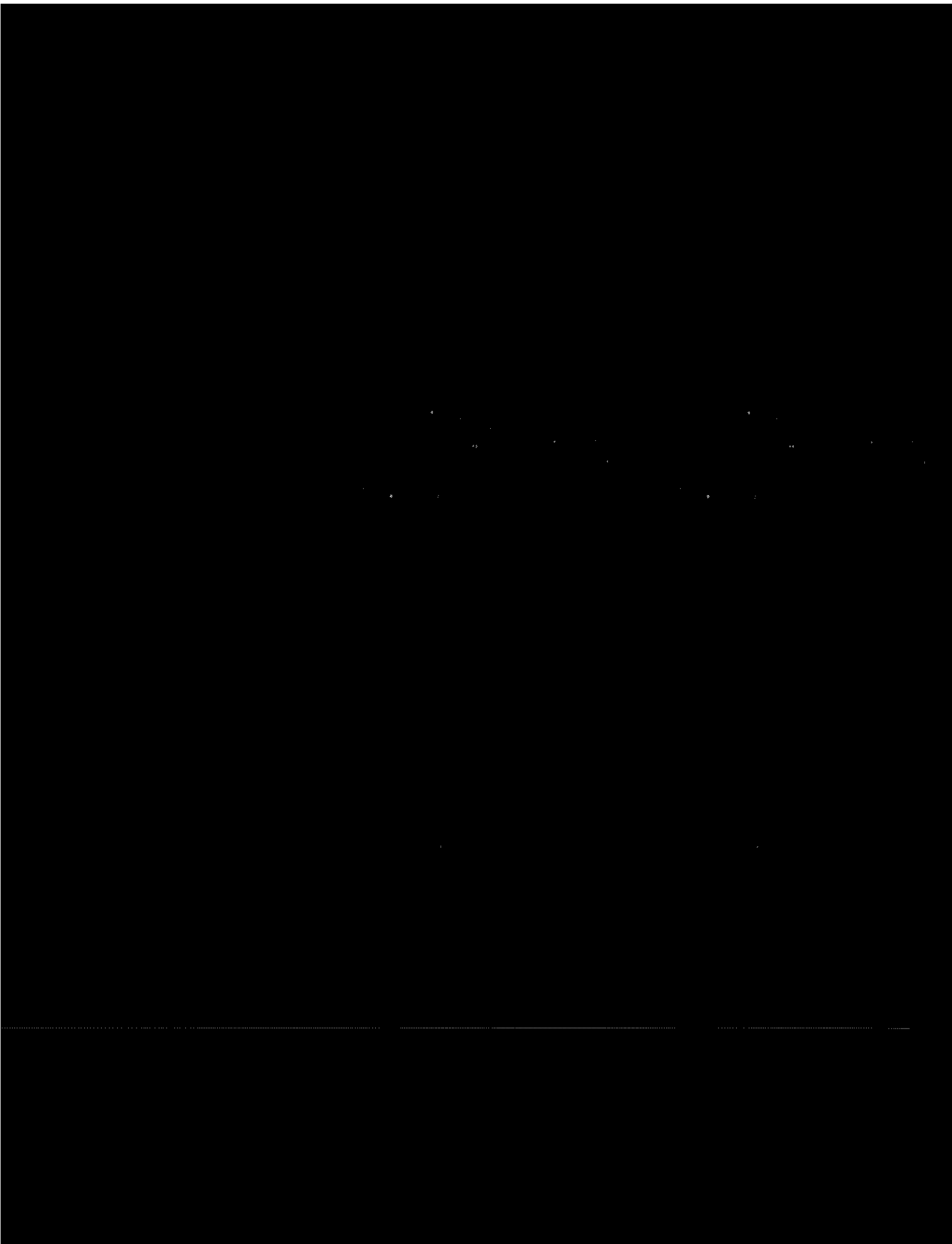
A truly accurate system wide comparison is not possible due to different types of services, as well as the variations in the definitions of some of the performance indicators. For purposes of broad comparison, however, performance indicators by system are reflected in the above table.

Section I

Fresno Area Express and Handy Ride



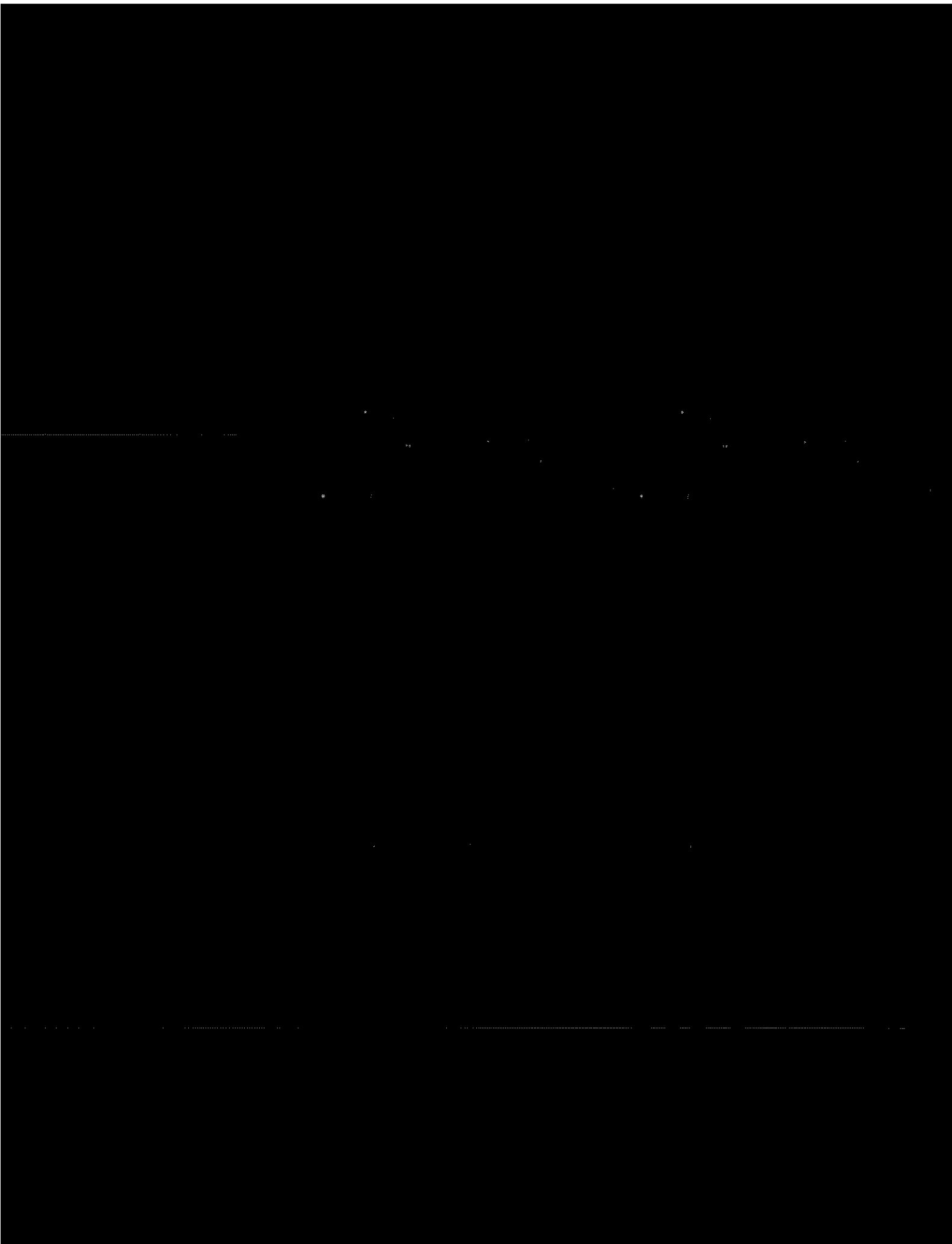
*Fresno Area Express
2223 "G" Street
Fresno, CA 93706
559-621-1393
www.fresno.gov*





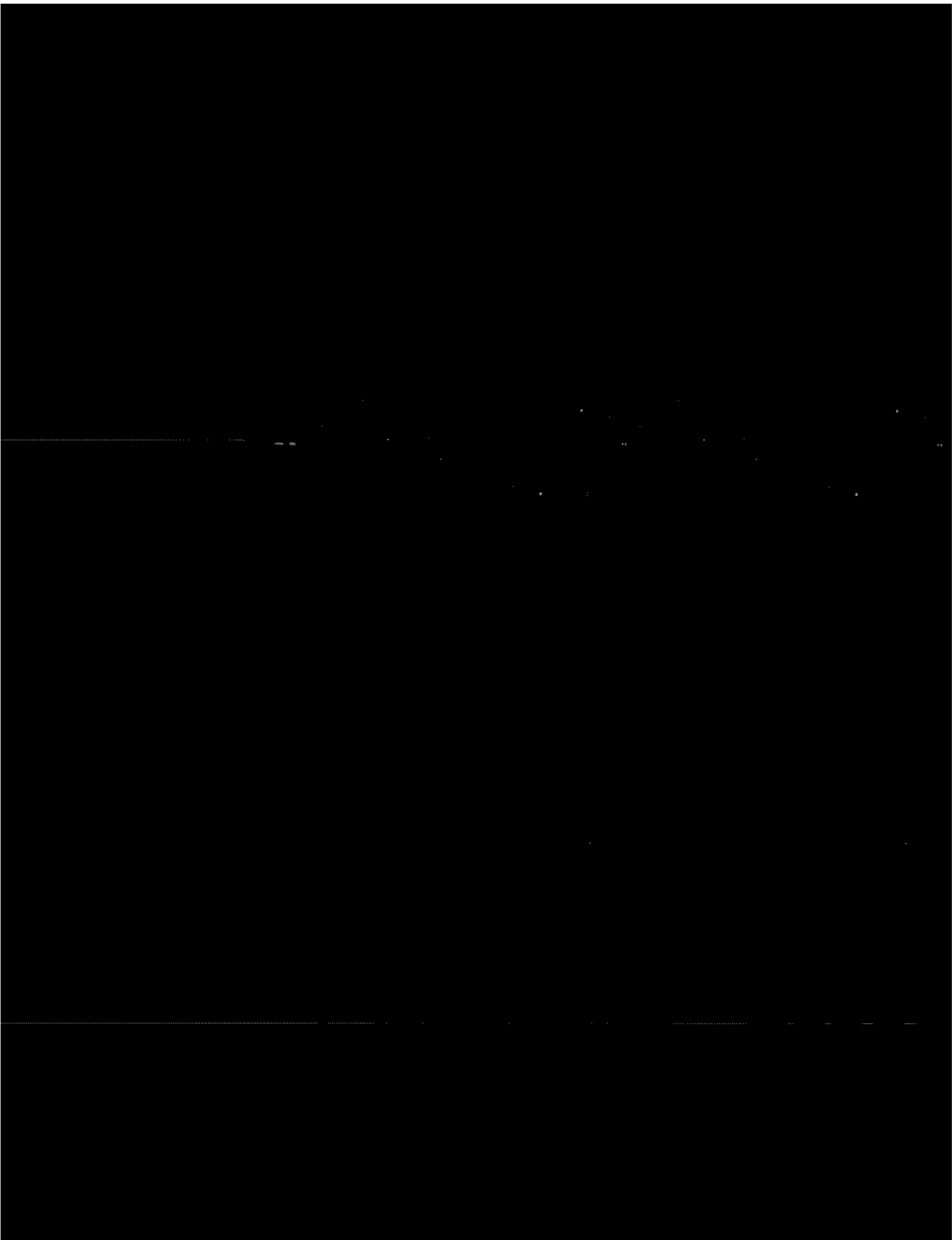
8 10 12 14 16 18 20 22 24 26 28 30 32 34 36 38 40 42 44 46 48 50 52 54 56 58 60 62 64 66 68 70 72 74 76 78 80 82 84 86 88 90 92 94 96 98 100

100 90 80 70 60 50 40 30 20 10 0

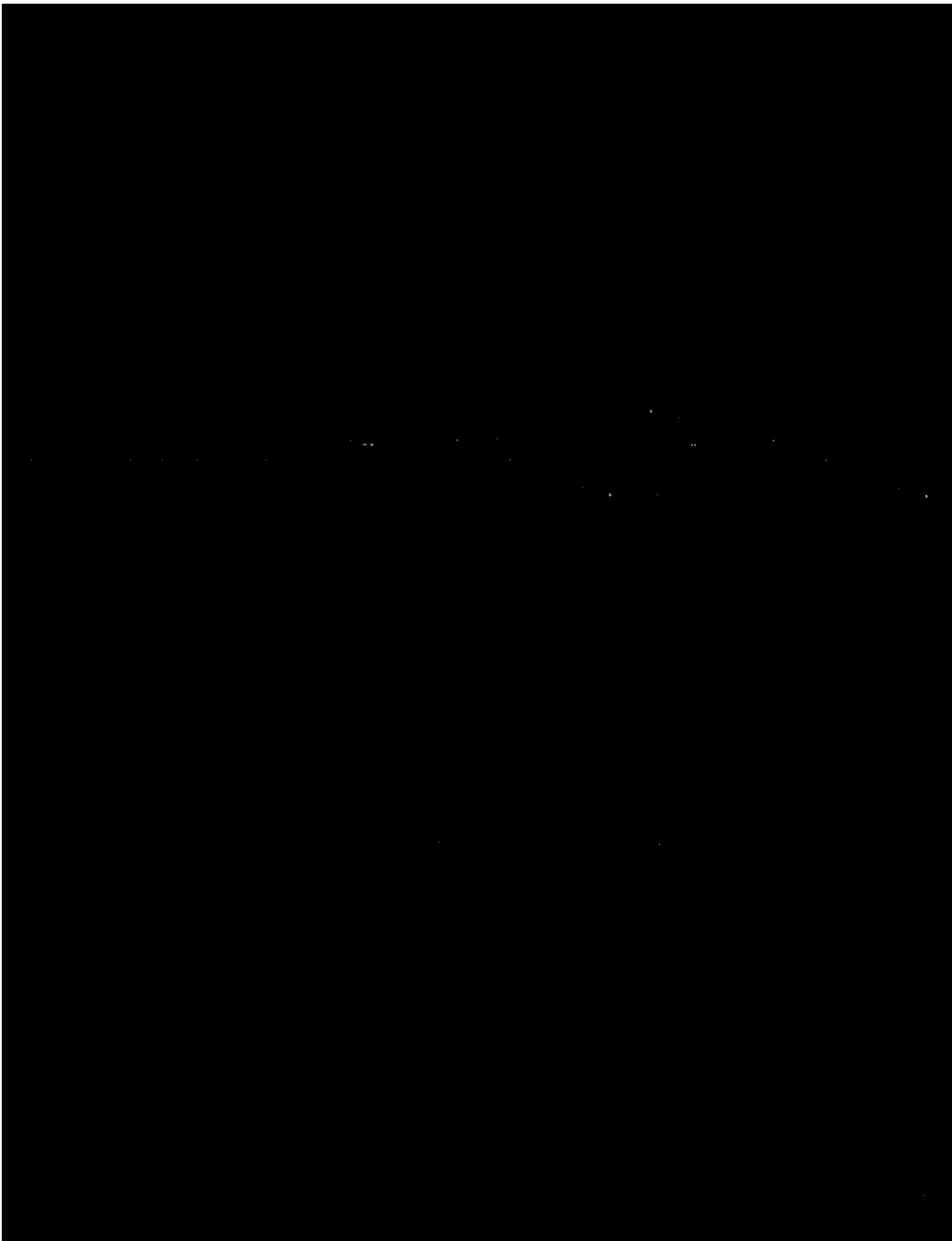




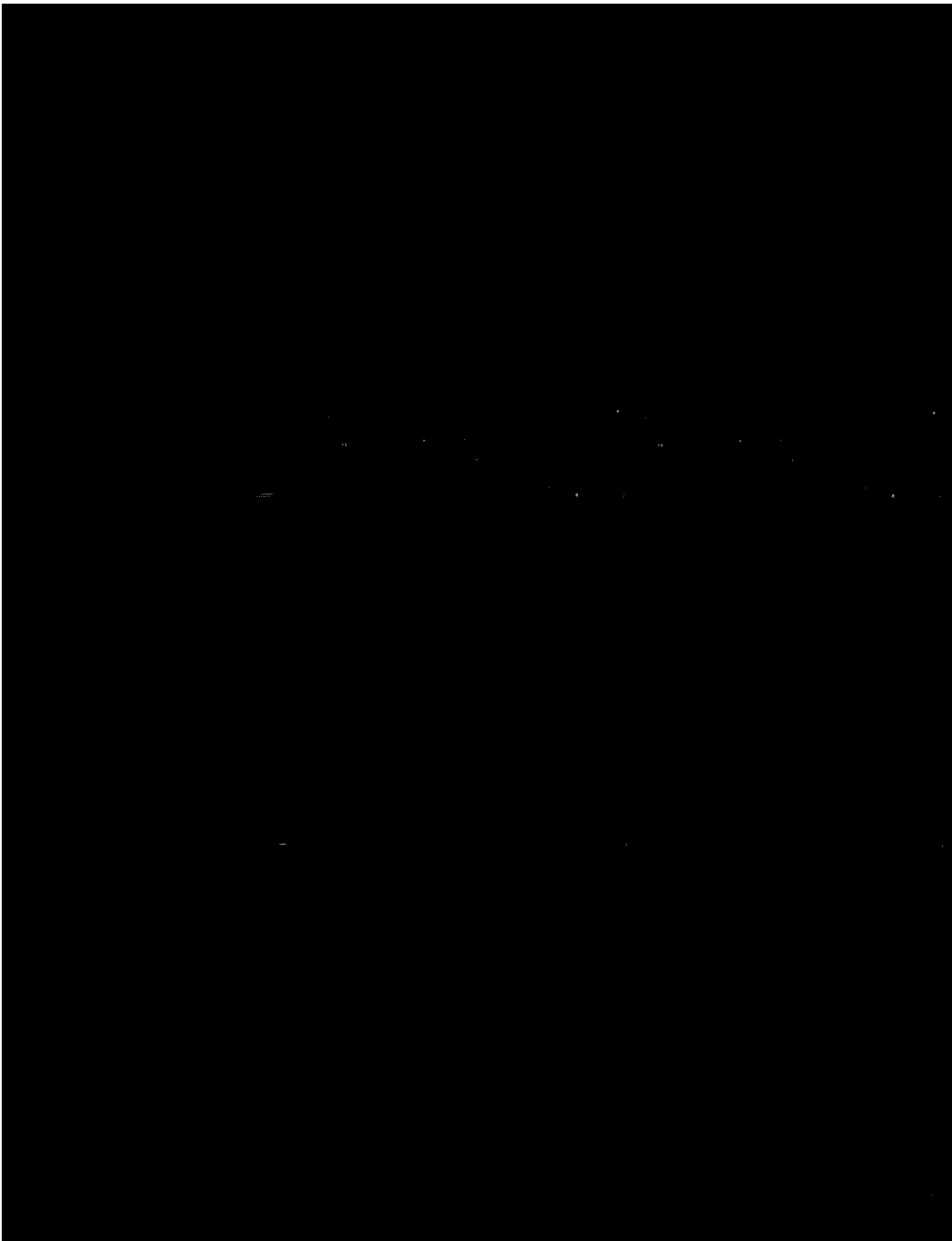








6. *Chrysomelidae* (Colorado potato beetle)
7. *Chrysomelidae* (Colorado potato beetle)
8. *Chrysomelidae* (Colorado potato beetle)
9. *Chrysomelidae* (Colorado potato beetle)
10. *Chrysomelidae* (Colorado potato beetle)
11. *Chrysomelidae* (Colorado potato beetle)
12. *Chrysomelidae* (Colorado potato beetle)
13. *Chrysomelidae* (Colorado potato beetle)
14. *Chrysomelidae* (Colorado potato beetle)
15. *Chrysomelidae* (Colorado potato beetle)



the 'information' and 'communication' fields. The 'information' field is defined as:

...the study of the nature, creation, organisation, storage, retrieval, dissemination and use of information, and the study of the social, cultural, economic and political aspects of information and its use. (p. 1)

The 'communication' field is defined as:

...the study of the nature, creation, organisation, storage, retrieval, dissemination and use of communication, and the study of the social, cultural, economic and political aspects of communication and its use. (p. 1)

The 'information science' field is defined as:

...the study of the nature, creation, organisation, storage, retrieval, dissemination and use of information, and the study of the social, cultural, economic and political aspects of information and its use. (p. 1)

The 'information studies' field is defined as:

...the study of the nature, creation, organisation, storage, retrieval, dissemination and use of information, and the study of the social, cultural, economic and political aspects of information and its use. (p. 1)

The 'information technology' field is defined as:

...the study of the nature, creation, organisation, storage, retrieval, dissemination and use of information, and the study of the social, cultural, economic and political aspects of information and its use. (p. 1)

The 'information systems' field is defined as:

...the study of the nature, creation, organisation, storage, retrieval, dissemination and use of information, and the study of the social, cultural, economic and political aspects of information and its use. (p. 1)

The 'information management' field is defined as:

...the study of the nature, creation, organisation, storage, retrieval, dissemination and use of information, and the study of the social, cultural, economic and political aspects of information and its use. (p. 1)

The 'information policy' field is defined as:

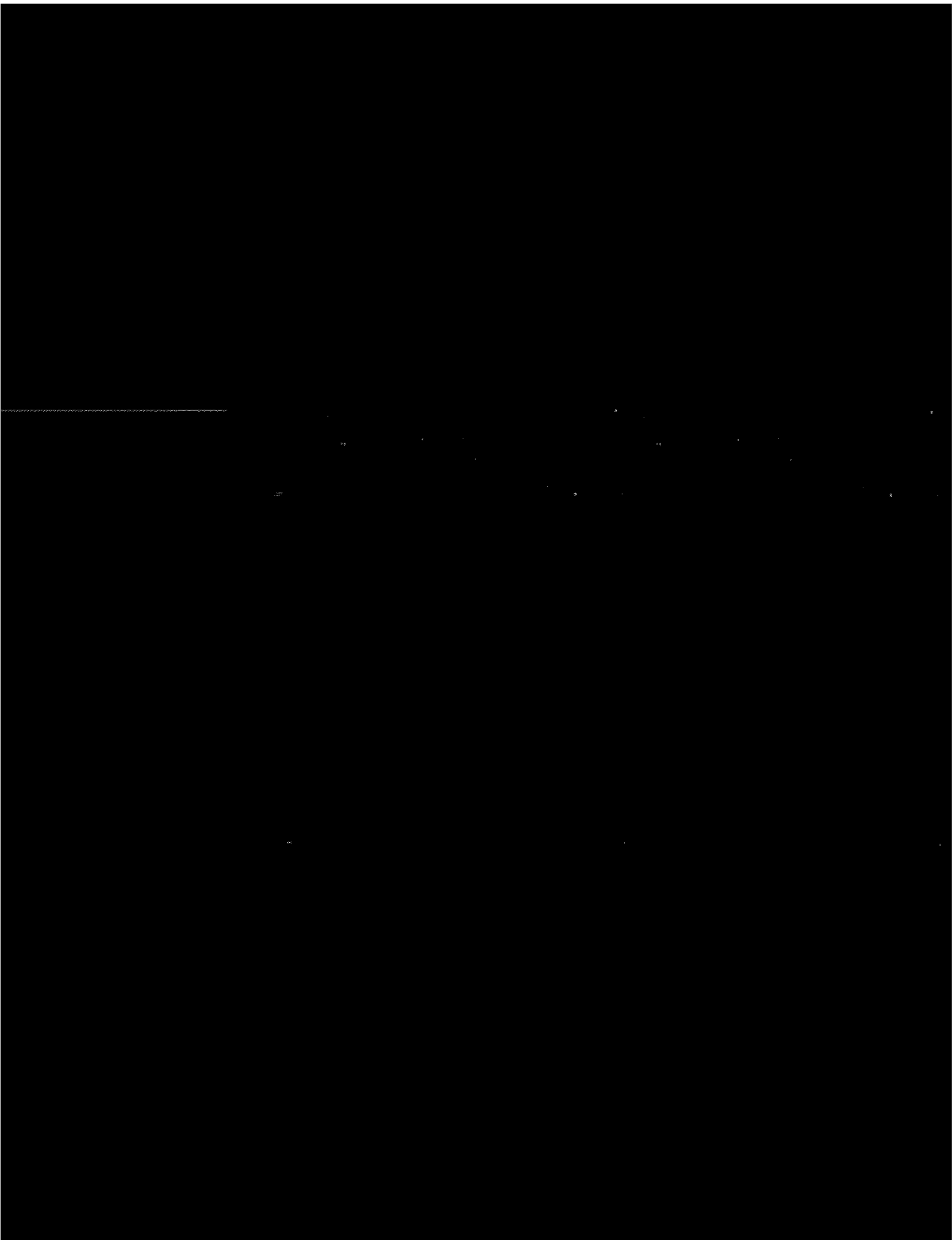
...the study of the nature, creation, organisation, storage, retrieval, dissemination and use of information, and the study of the social, cultural, economic and political aspects of information and its use. (p. 1)

The 'information law' field is defined as:

...the study of the nature, creation, organisation, storage, retrieval, dissemination and use of information, and the study of the social, cultural, economic and political aspects of information and its use. (p. 1)

The 'information ethics' field is defined as:

...the study of the nature, creation, organisation, storage, retrieval, dissemination and use of information, and the study of the social, cultural, economic and political aspects of information and its use. (p. 1)



the 1990s, the number of people in the world who are undernourished has increased from 600 million to 800 million (FAO 1996).

There is a growing awareness of the need to improve the nutritional status of the world's population, and the World Bank has recently funded a series of studies to assess the nutritional status of children in the developing world (World Bank 1996).

The purpose of this paper is to review the current state of knowledge on the nutritional status of children in the developing world, and to discuss the implications for the design of a large-scale, multi-centre study to assess the nutritional status of children in the developing world.

Methods

Study design

The study was a cross-sectional survey of the nutritional status of children in the developing world. The study was conducted in 1995, and the data were analysed in 1996. The study was conducted in 10 countries, and the data were analysed in 1996.

The study was a cross-sectional survey of the nutritional status of children in the developing world. The study was conducted in 10 countries, and the data were analysed in 1996.

Study population

The study population was the population of children in the developing world. The study was conducted in 10 countries, and the data were analysed in 1996.

The study population was the population of children in the developing world. The study was conducted in 10 countries, and the data were analysed in 1996.

Study sites

The study was conducted in 10 countries, and the data were analysed in 1996. The study was conducted in 10 countries, and the data were analysed in 1996.

The study was conducted in 10 countries, and the data were analysed in 1996. The study was conducted in 10 countries, and the data were analysed in 1996.

The study was conducted in 10 countries, and the data were analysed in 1996. The study was conducted in 10 countries, and the data were analysed in 1996.

The study was conducted in 10 countries, and the data were analysed in 1996. The study was conducted in 10 countries, and the data were analysed in 1996.

The study was conducted in 10 countries, and the data were analysed in 1996. The study was conducted in 10 countries, and the data were analysed in 1996.

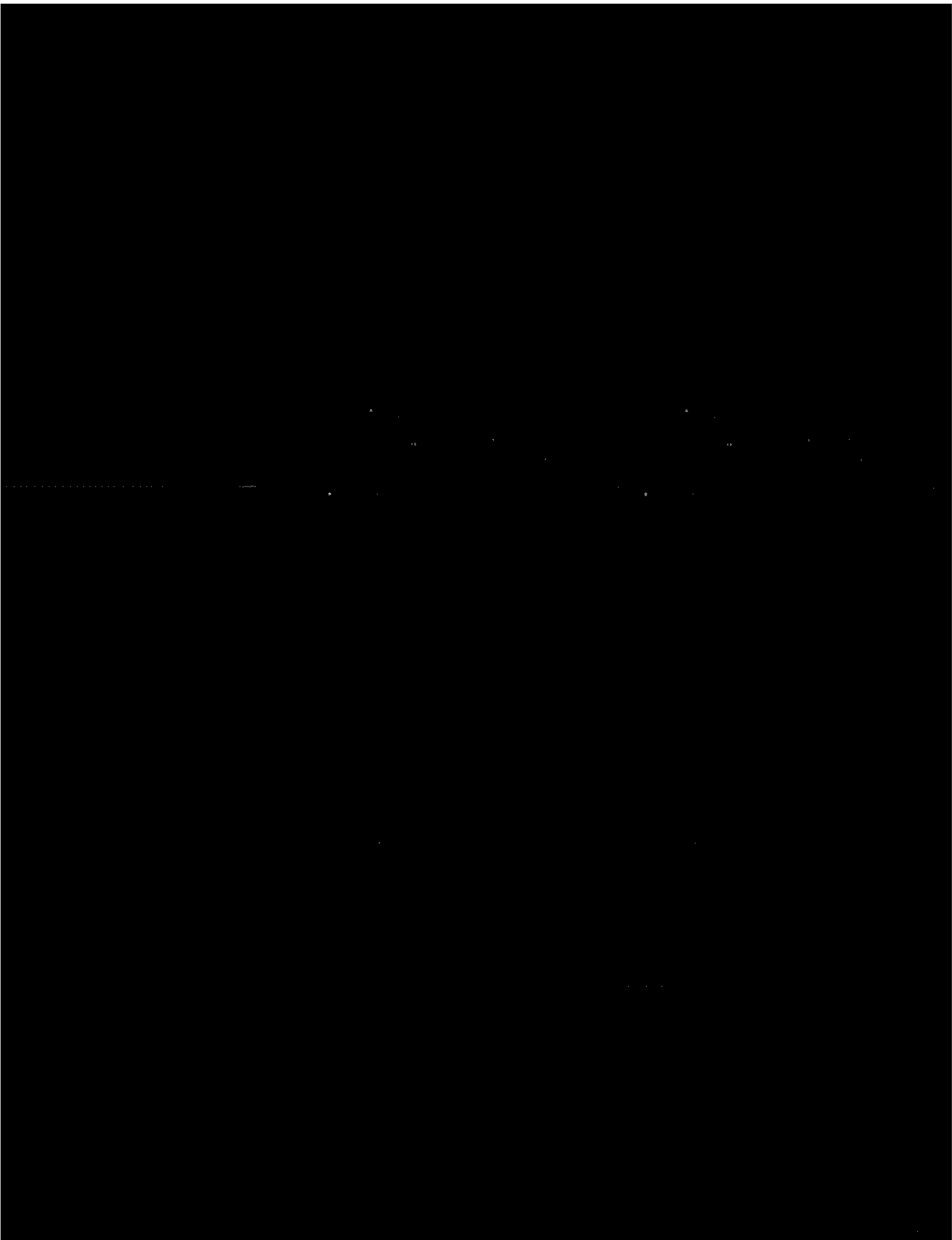
The study was conducted in 10 countries, and the data were analysed in 1996. The study was conducted in 10 countries, and the data were analysed in 1996.

The study was conducted in 10 countries, and the data were analysed in 1996. The study was conducted in 10 countries, and the data were analysed in 1996.

The study was conducted in 10 countries, and the data were analysed in 1996. The study was conducted in 10 countries, and the data were analysed in 1996.

The study was conducted in 10 countries, and the data were analysed in 1996. The study was conducted in 10 countries, and the data were analysed in 1996.

The study was conducted in 10 countries, and the data were analysed in 1996. The study was conducted in 10 countries, and the data were analysed in 1996.





1. The first part of the document is a letter from the author to the editor, dated 10/10/1910. The letter is written in a formal, business-like style and discusses the author's recent work on the history of the United States. The author mentions that he has just completed a book on the subject and is sending it to the editor for consideration. He also mentions that he has been thinking about the editor's recent article on the same subject and is pleased to see that his views are being published. The letter ends with a polite request for the editor to let him know if the book is accepted for publication.

2. The second part of the document is a letter from the editor to the author, dated 10/15/1910. The letter is written in a more casual, friendly style and discusses the author's letter and the book. The editor expresses his interest in the book and says that he will be happy to accept it for publication. He also mentions that he has been thinking about the author's views on the history of the United States and is pleased to see that they are being published. The letter ends with a polite request for the author to let him know if he has any other work on the subject.

3. The third part of the document is a letter from the author to the editor, dated 10/20/1910. The letter is written in a formal, business-like style and discusses the author's recent work on the history of the United States. The author mentions that he has just completed a book on the subject and is sending it to the editor for consideration. He also mentions that he has been thinking about the editor's recent article on the same subject and is pleased to see that his views are being published. The letter ends with a polite request for the editor to let him know if the book is accepted for publication.



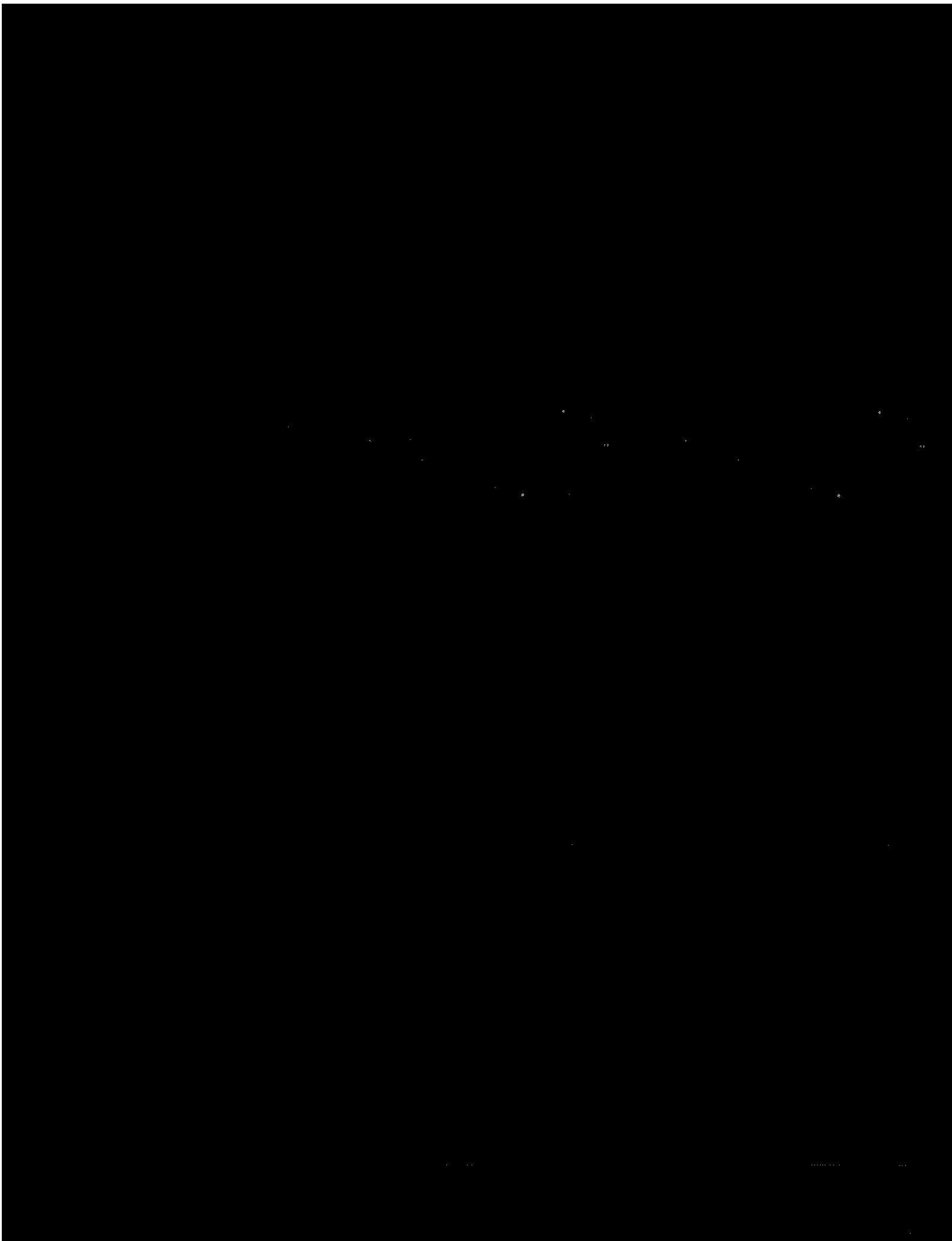
the first of these is the fact that the system is not a simple one. It is a complex system, and the behavior of the system is not predictable. The second is that the system is not a simple one. It is a complex system, and the behavior of the system is not predictable. The third is that the system is not a simple one. It is a complex system, and the behavior of the system is not predictable.

The first of these is the fact that the system is not a simple one. It is a complex system, and the behavior of the system is not predictable. The second is that the system is not a simple one. It is a complex system, and the behavior of the system is not predictable. The third is that the system is not a simple one. It is a complex system, and the behavior of the system is not predictable.

The first of these is the fact that the system is not a simple one. It is a complex system, and the behavior of the system is not predictable. The second is that the system is not a simple one. It is a complex system, and the behavior of the system is not predictable. The third is that the system is not a simple one. It is a complex system, and the behavior of the system is not predictable.

The first of these is the fact that the system is not a simple one. It is a complex system, and the behavior of the system is not predictable. The second is that the system is not a simple one. It is a complex system, and the behavior of the system is not predictable. The third is that the system is not a simple one. It is a complex system, and the behavior of the system is not predictable.

The first of these is the fact that the system is not a simple one. It is a complex system, and the behavior of the system is not predictable. The second is that the system is not a simple one. It is a complex system, and the behavior of the system is not predictable. The third is that the system is not a simple one. It is a complex system, and the behavior of the system is not predictable.



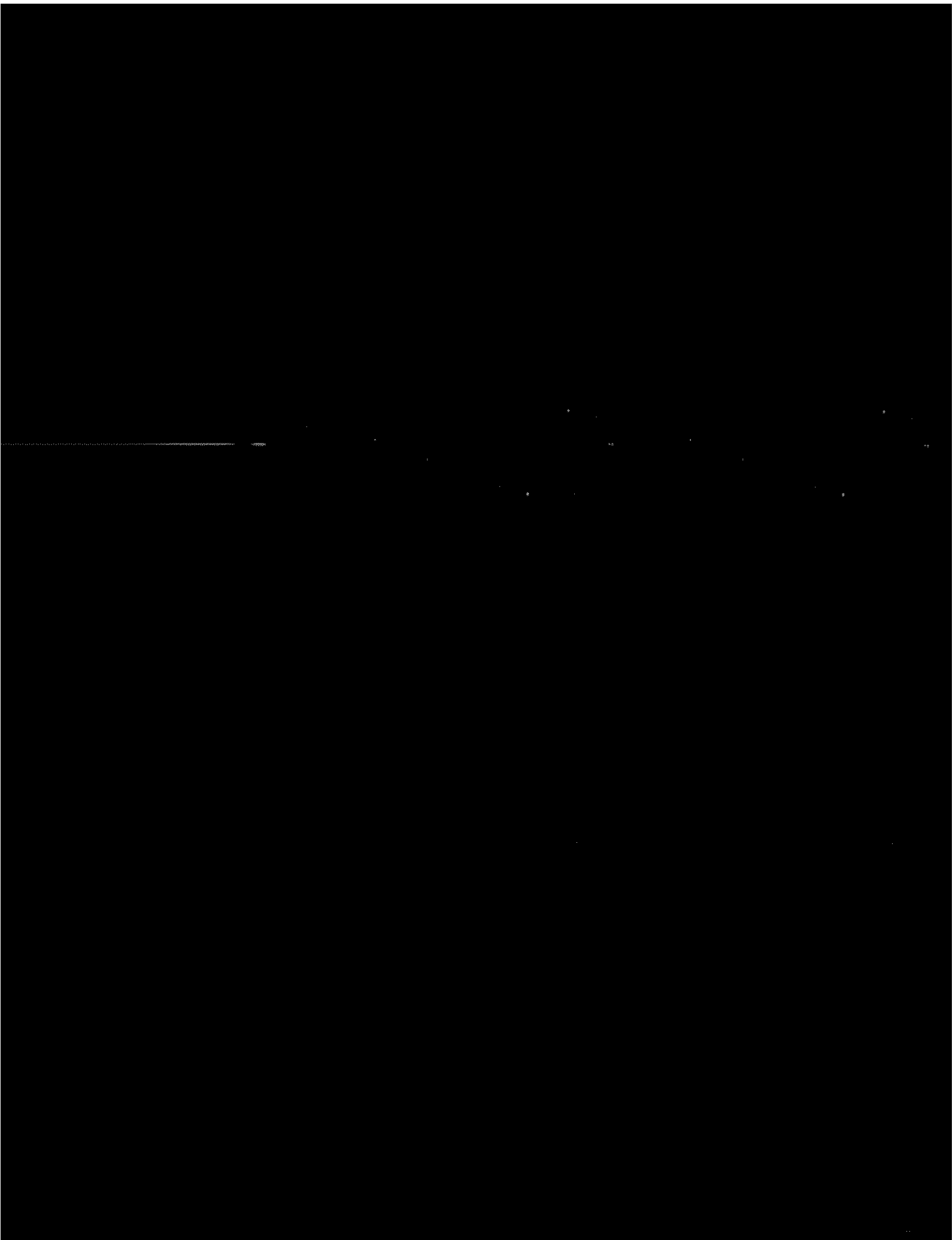
1. The first step in the process is to identify the problem or issue that needs to be addressed. This involves gathering information and understanding the context of the problem.

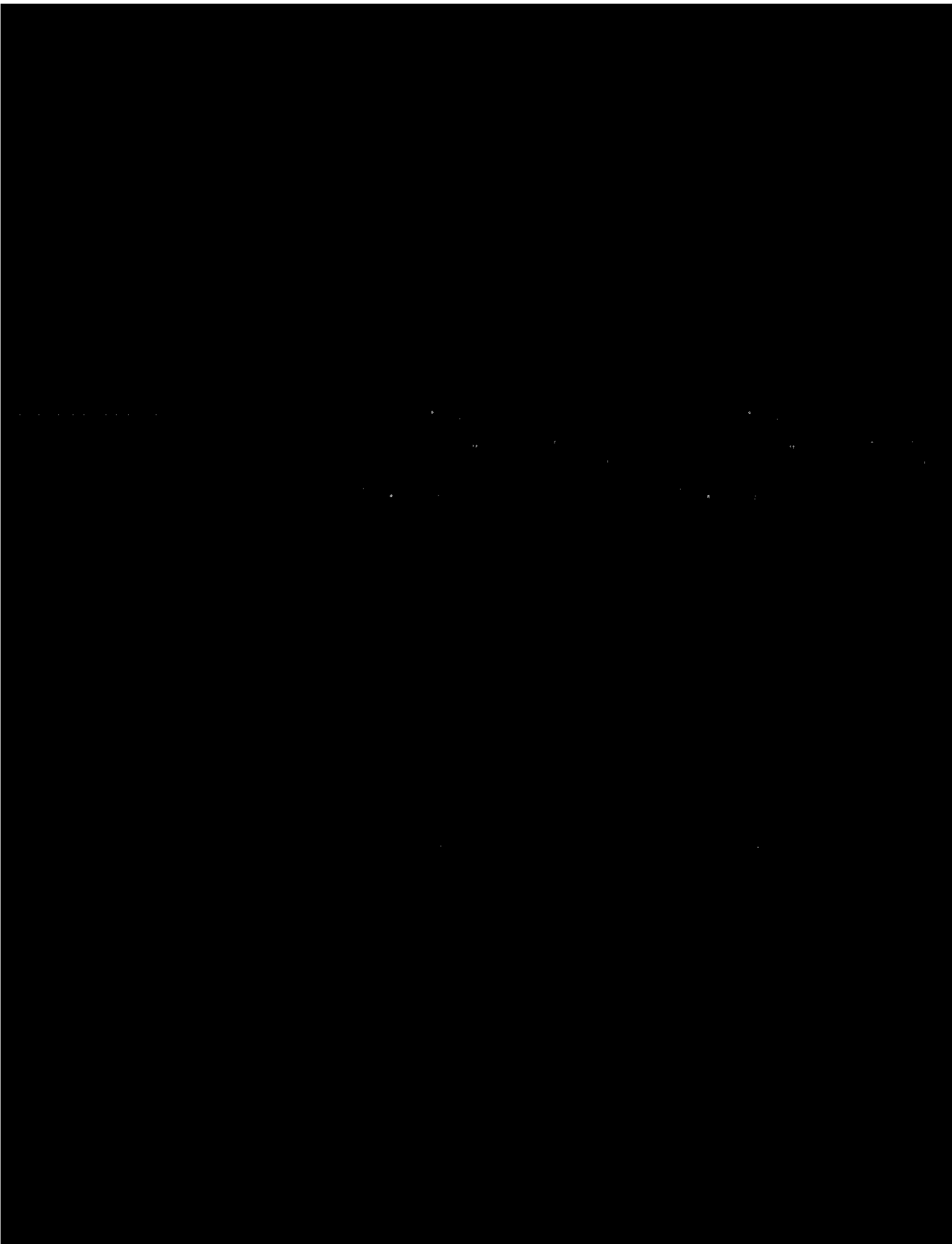
2. Once the problem is identified, the next step is to define the objectives and goals of the project. This helps to clarify what needs to be achieved and provides a clear direction for the work.

3. The third step is to develop a plan or strategy to address the problem. This involves identifying the resources needed, the tasks to be completed, and the timeline for the project.

4. The fourth step is to implement the plan. This involves putting the strategy into action and monitoring progress to ensure that the project is on track.

5. The final step is to evaluate the results of the project. This involves assessing the outcomes against the objectives and goals, and identifying any lessons learned for future projects.

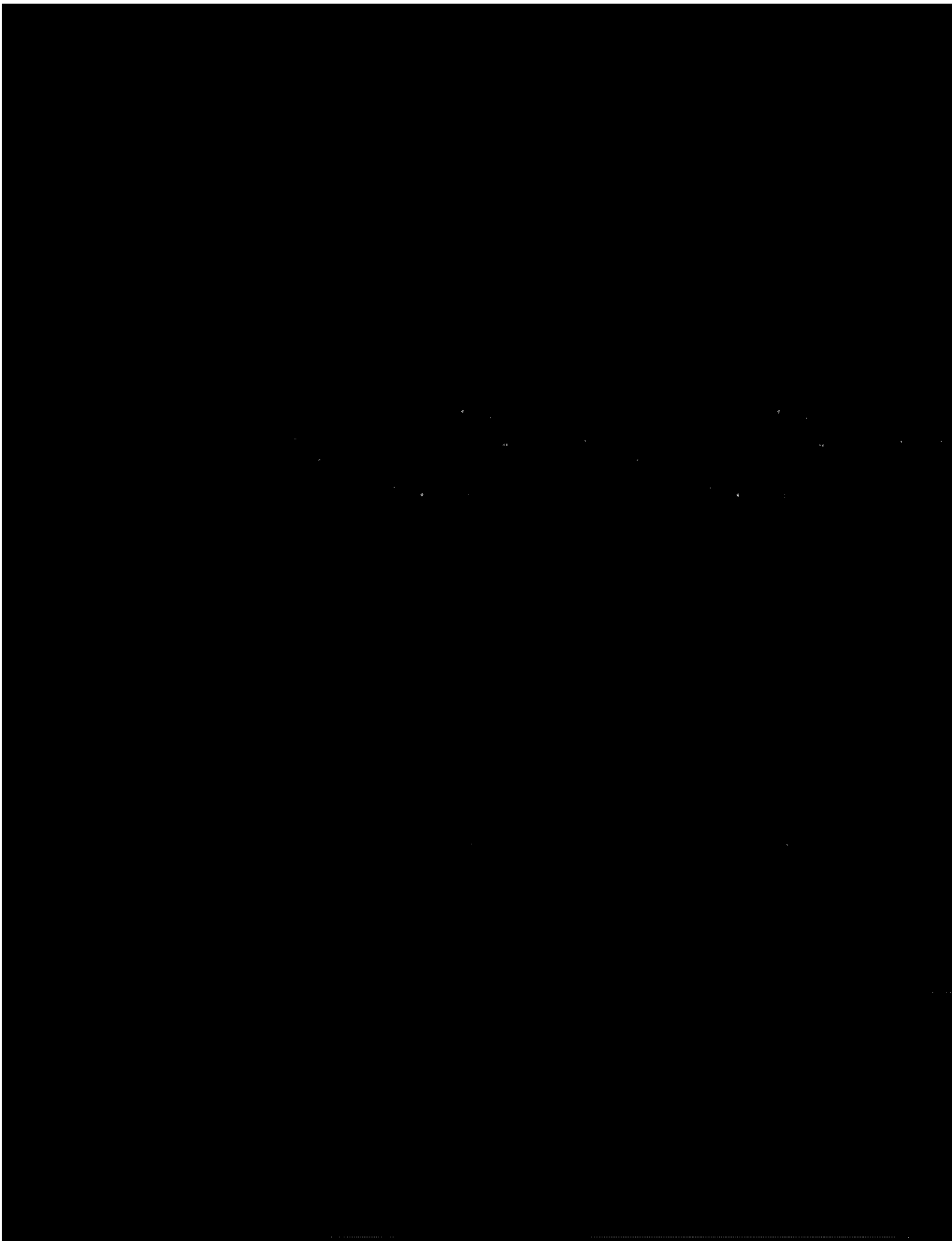


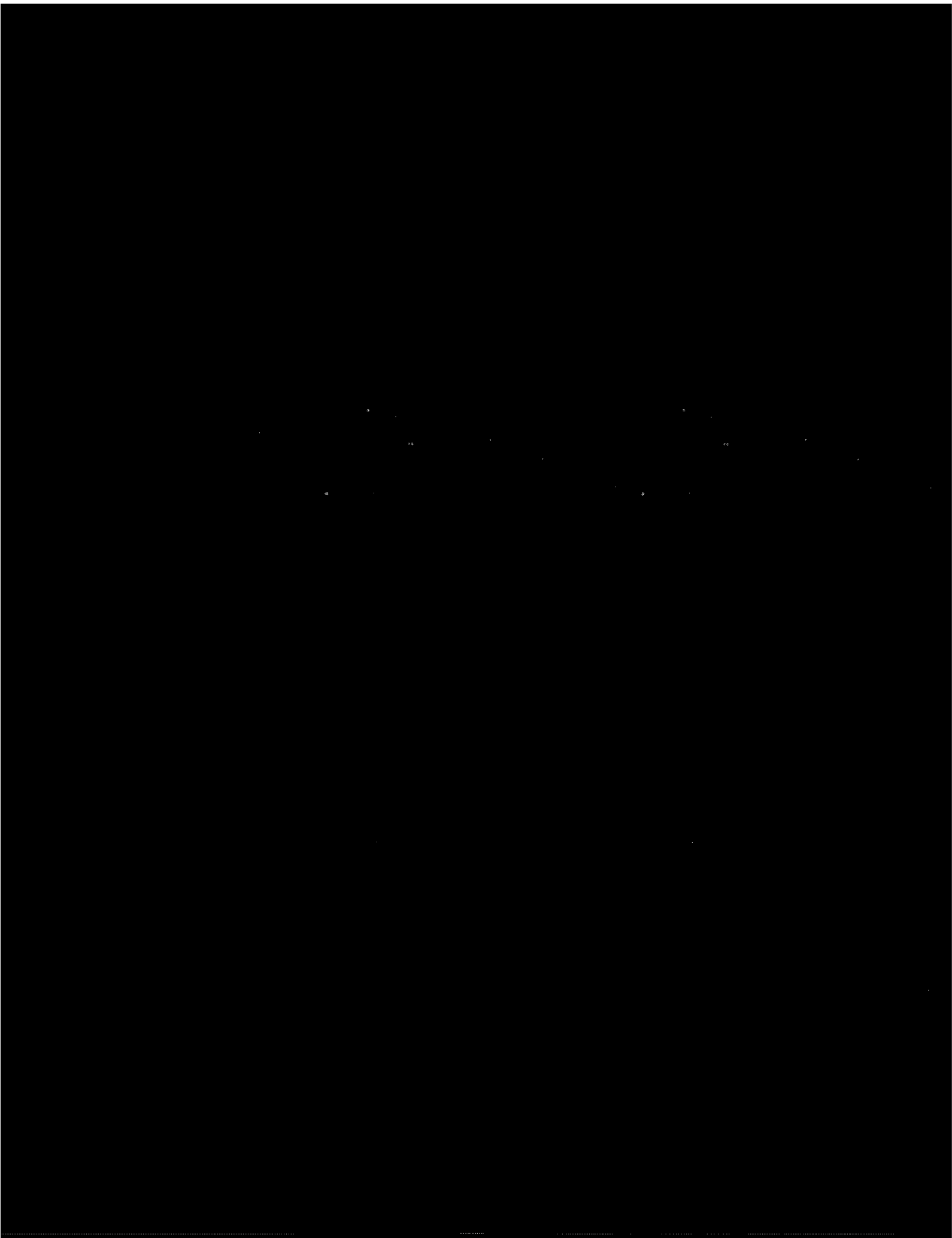


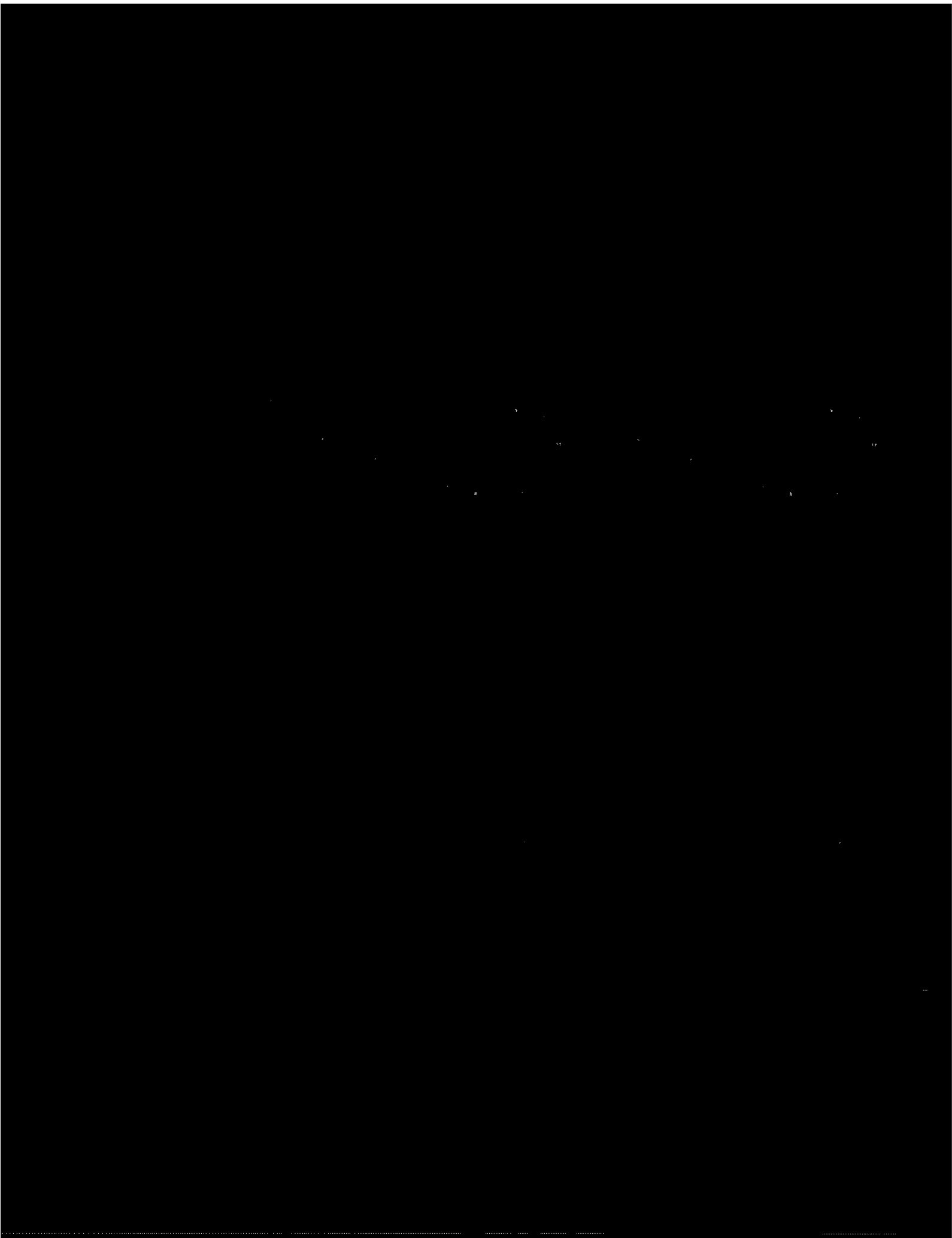


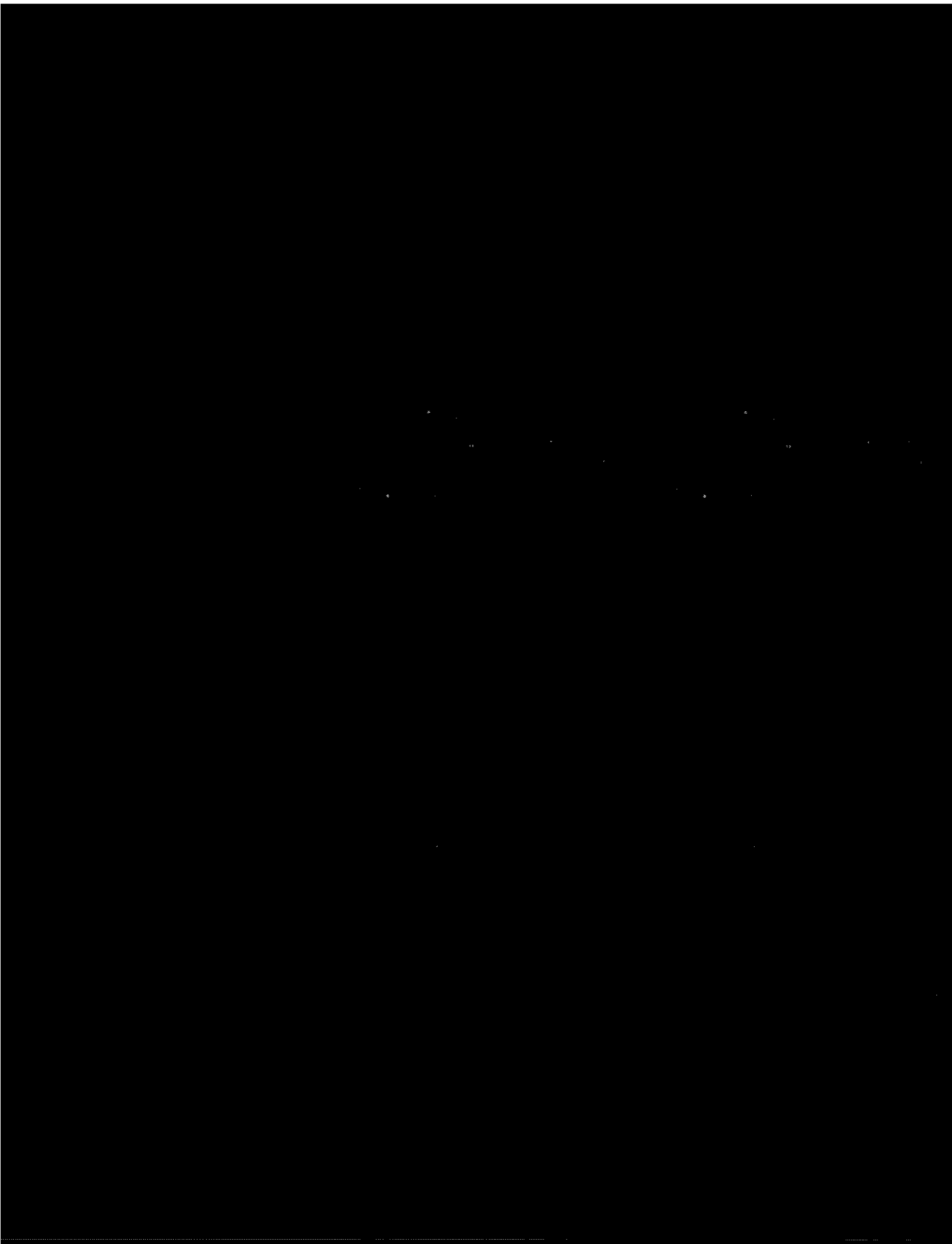


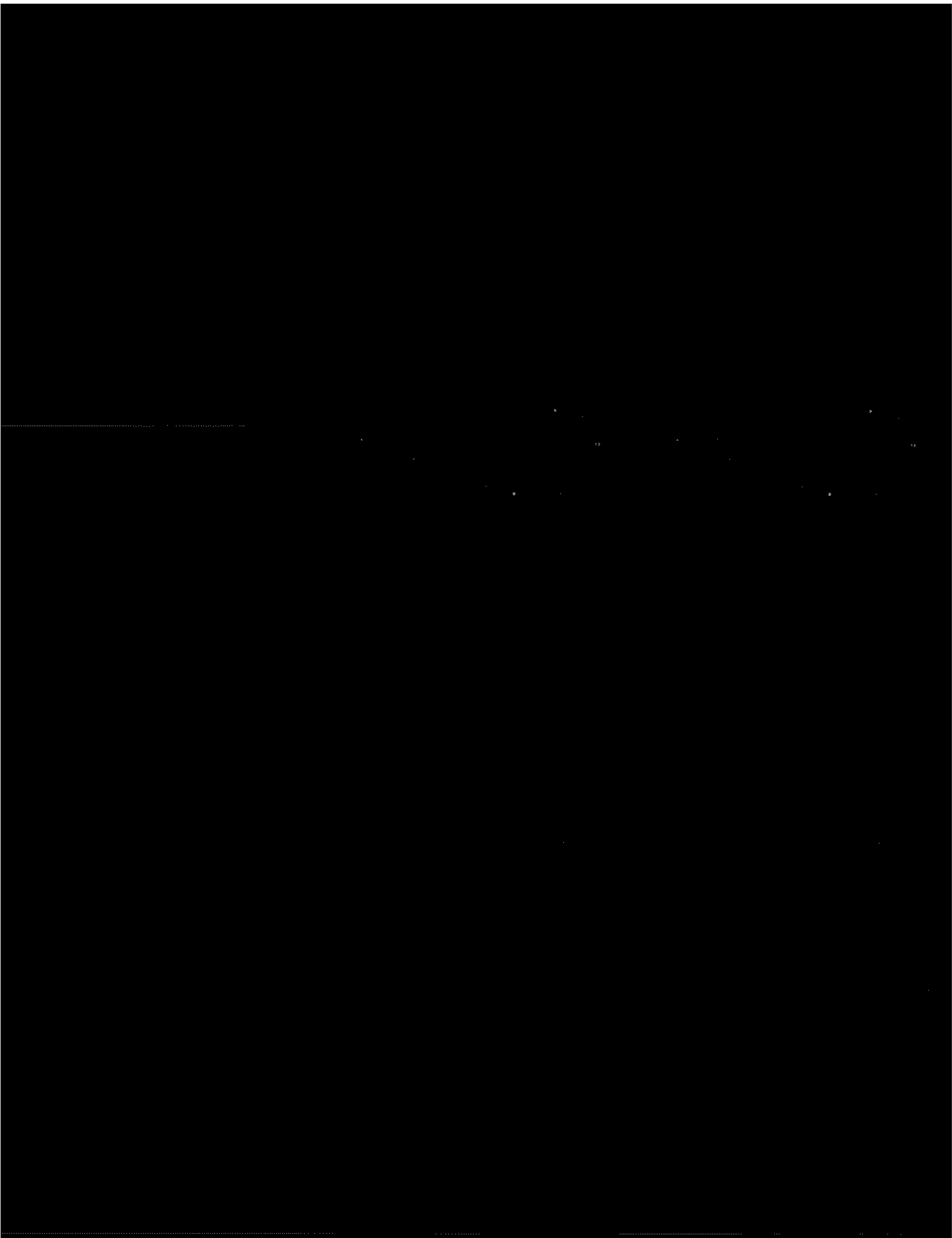


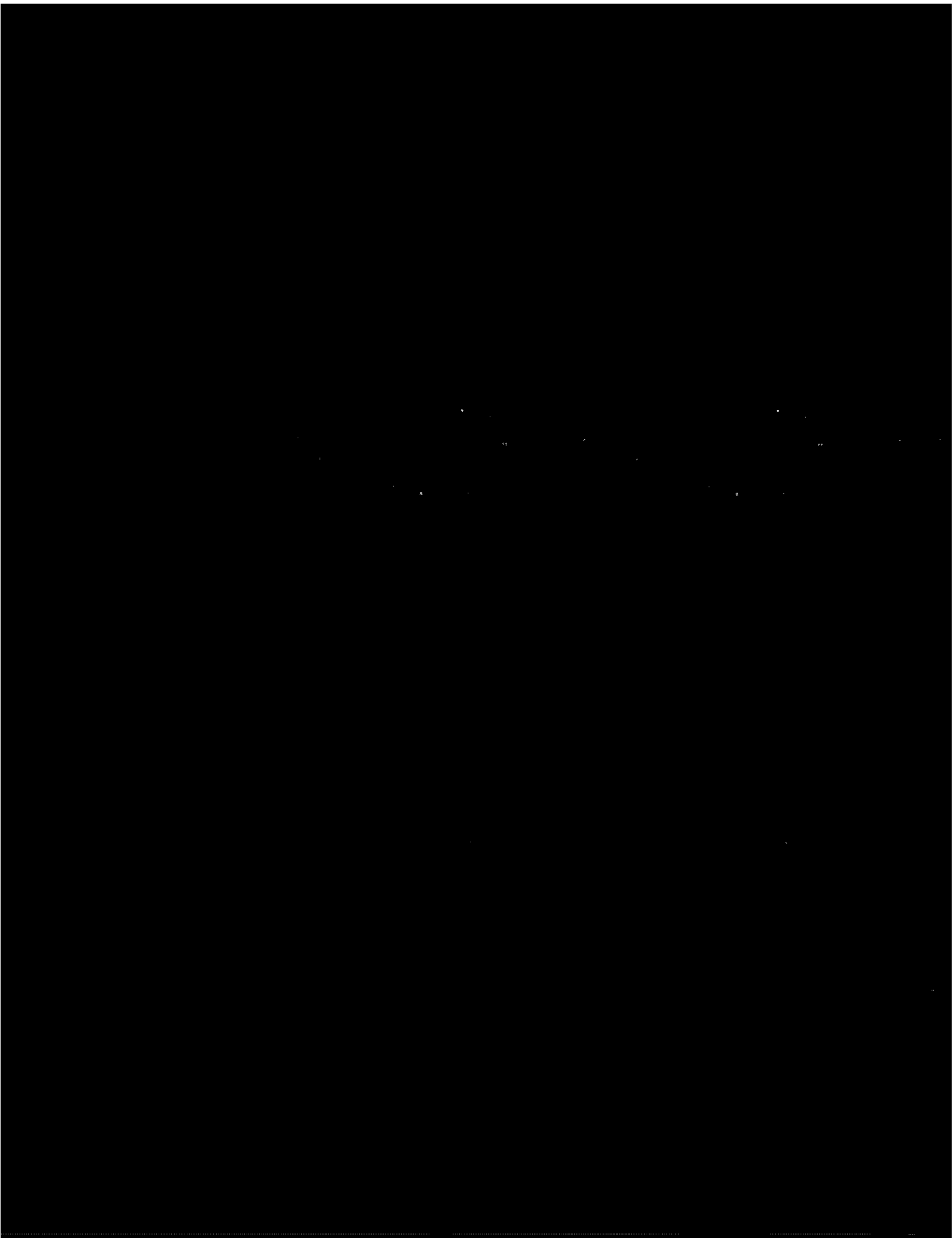


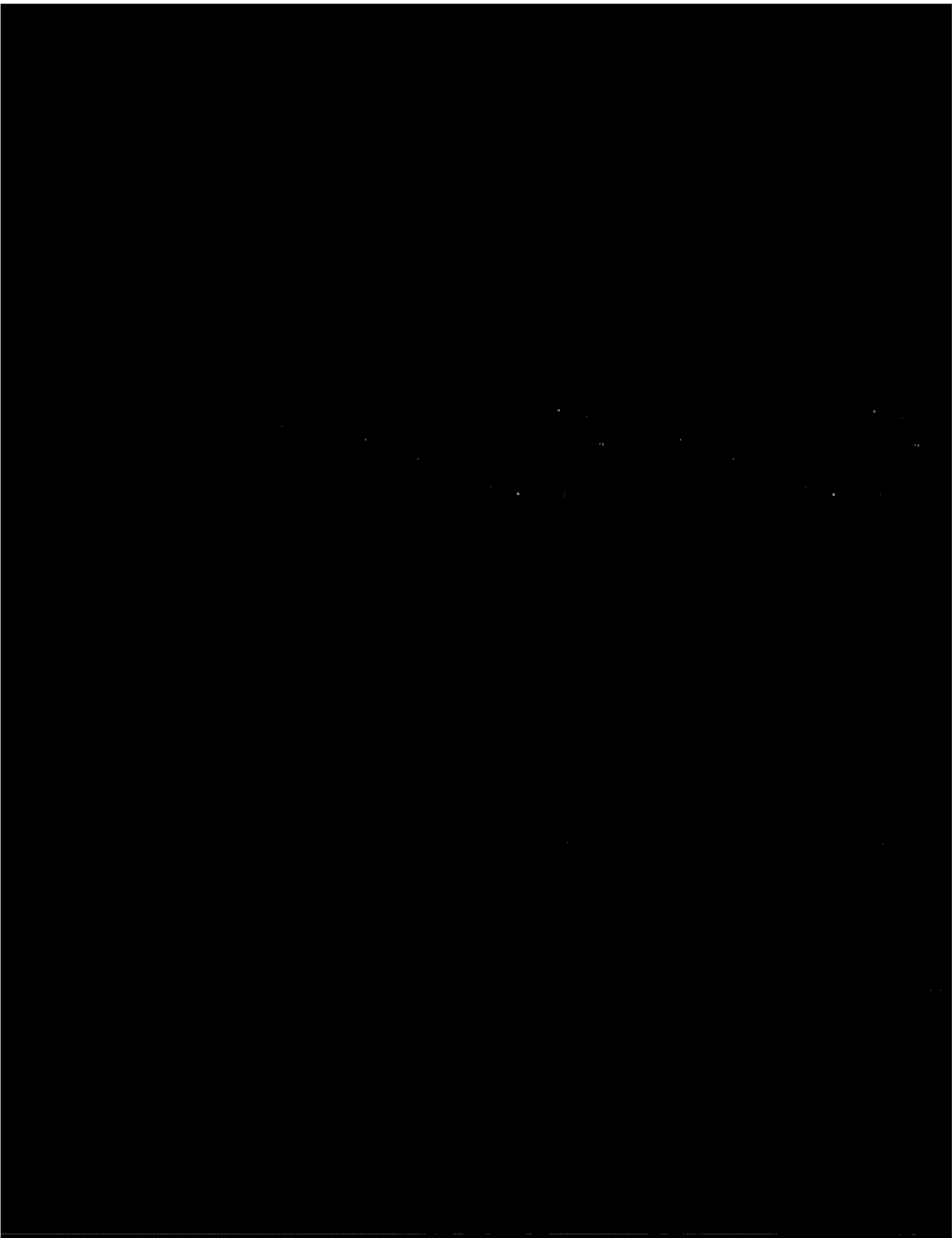


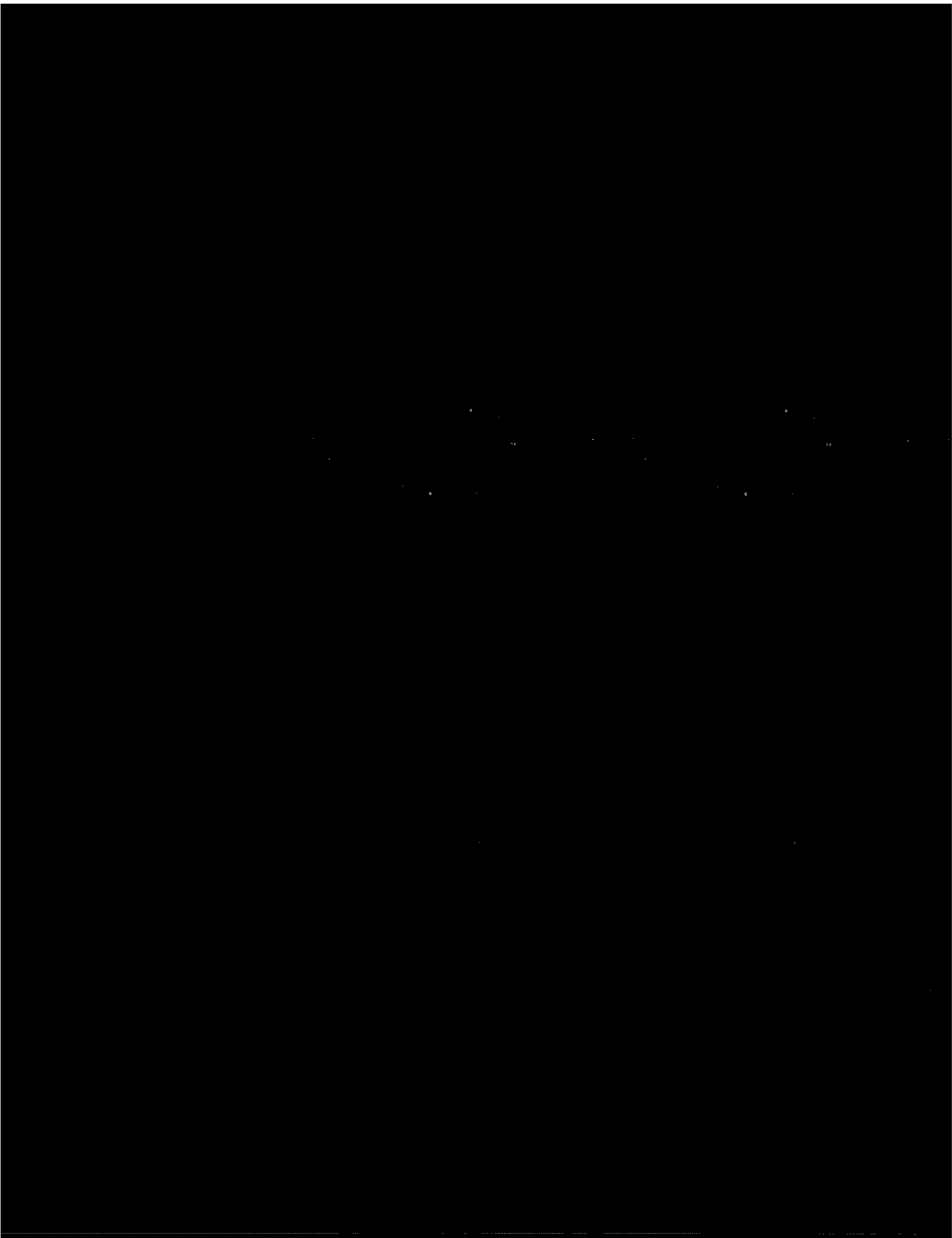


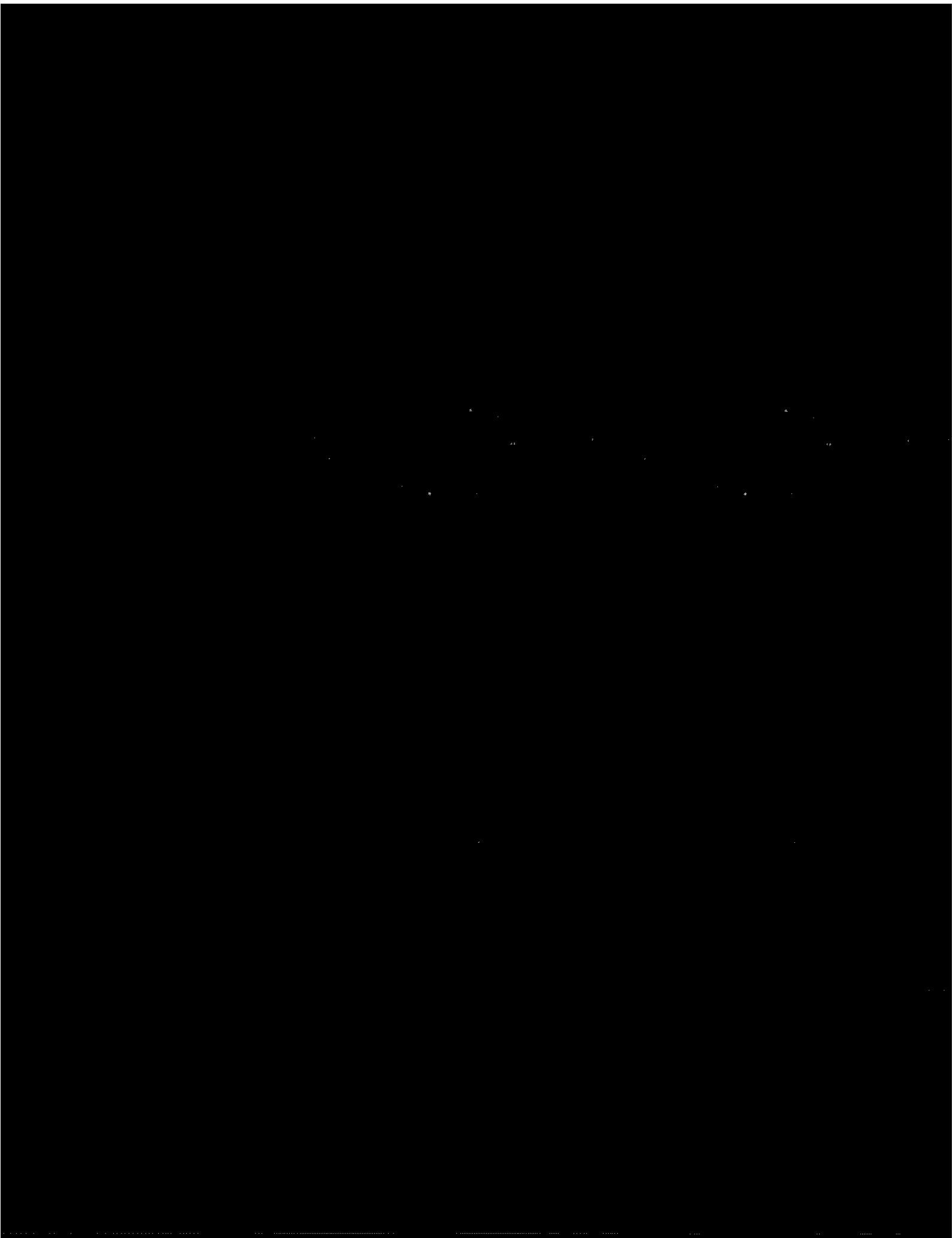


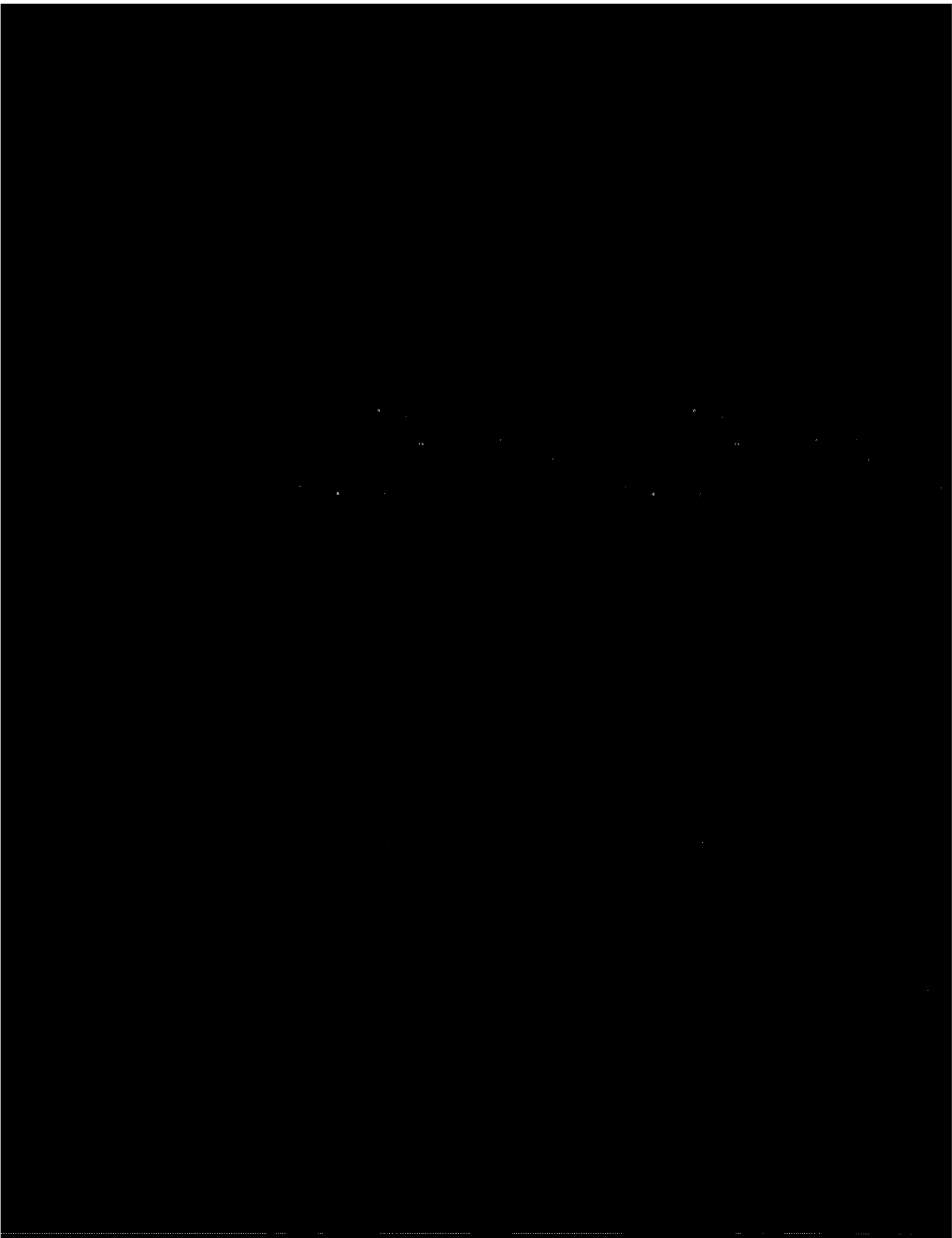


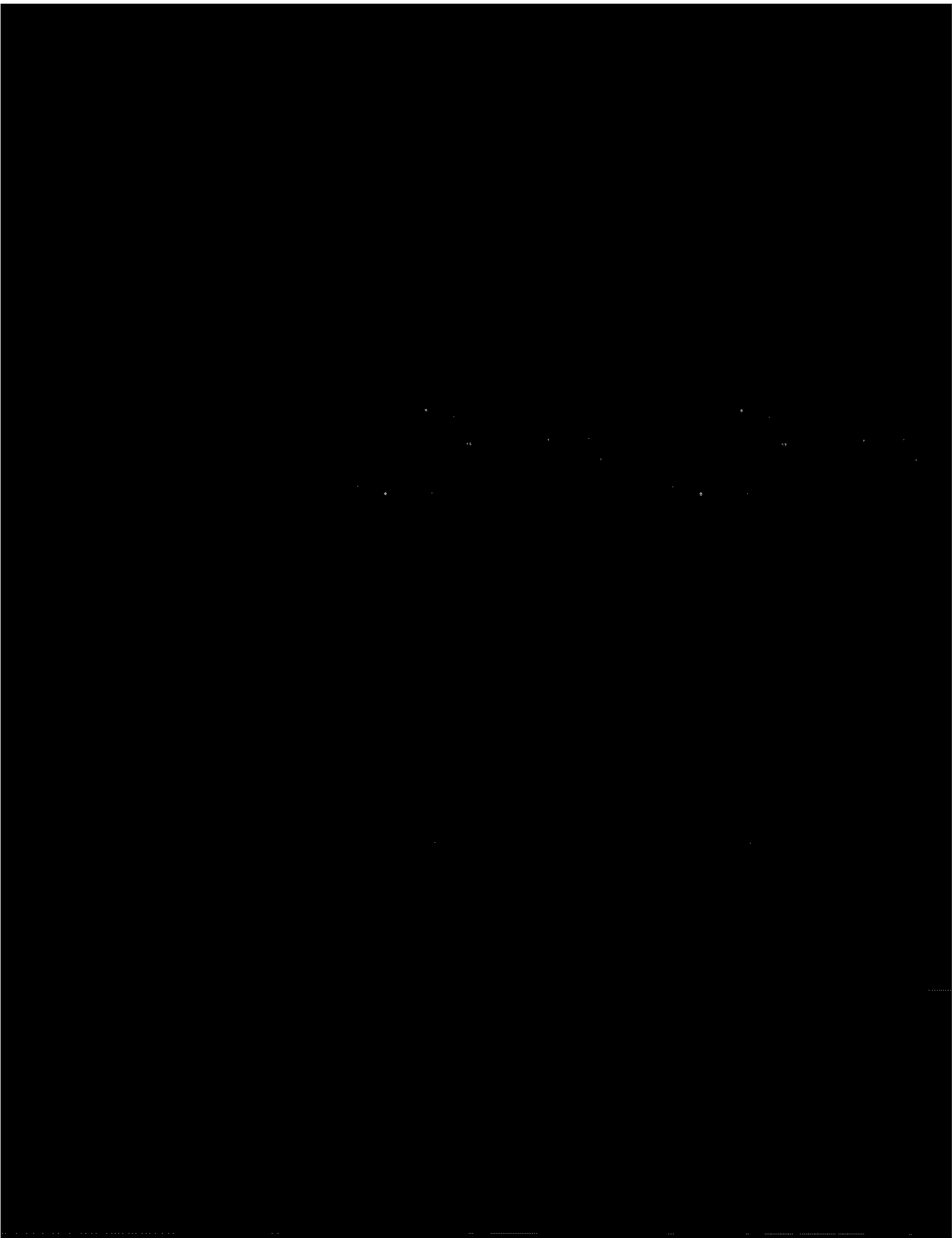


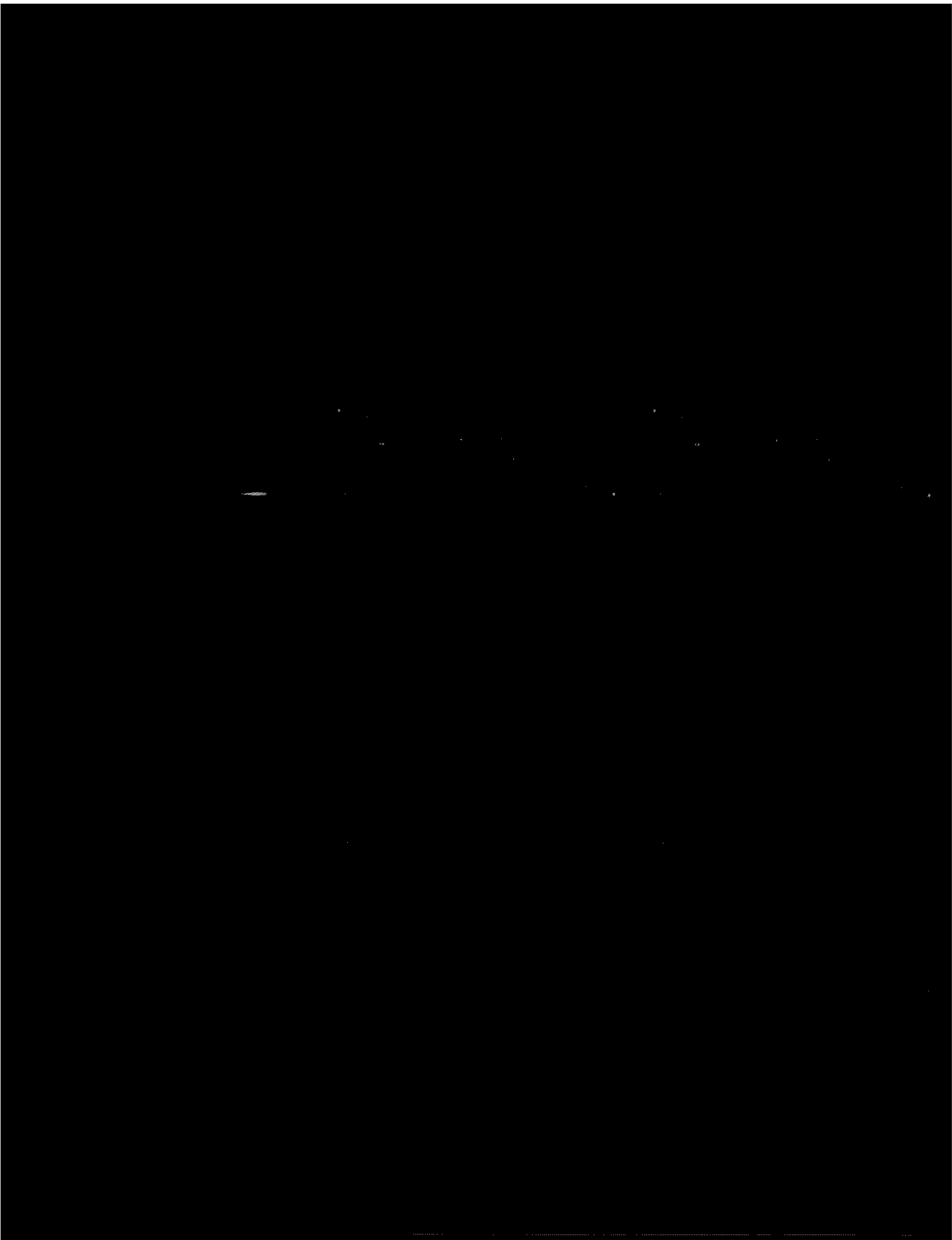












.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

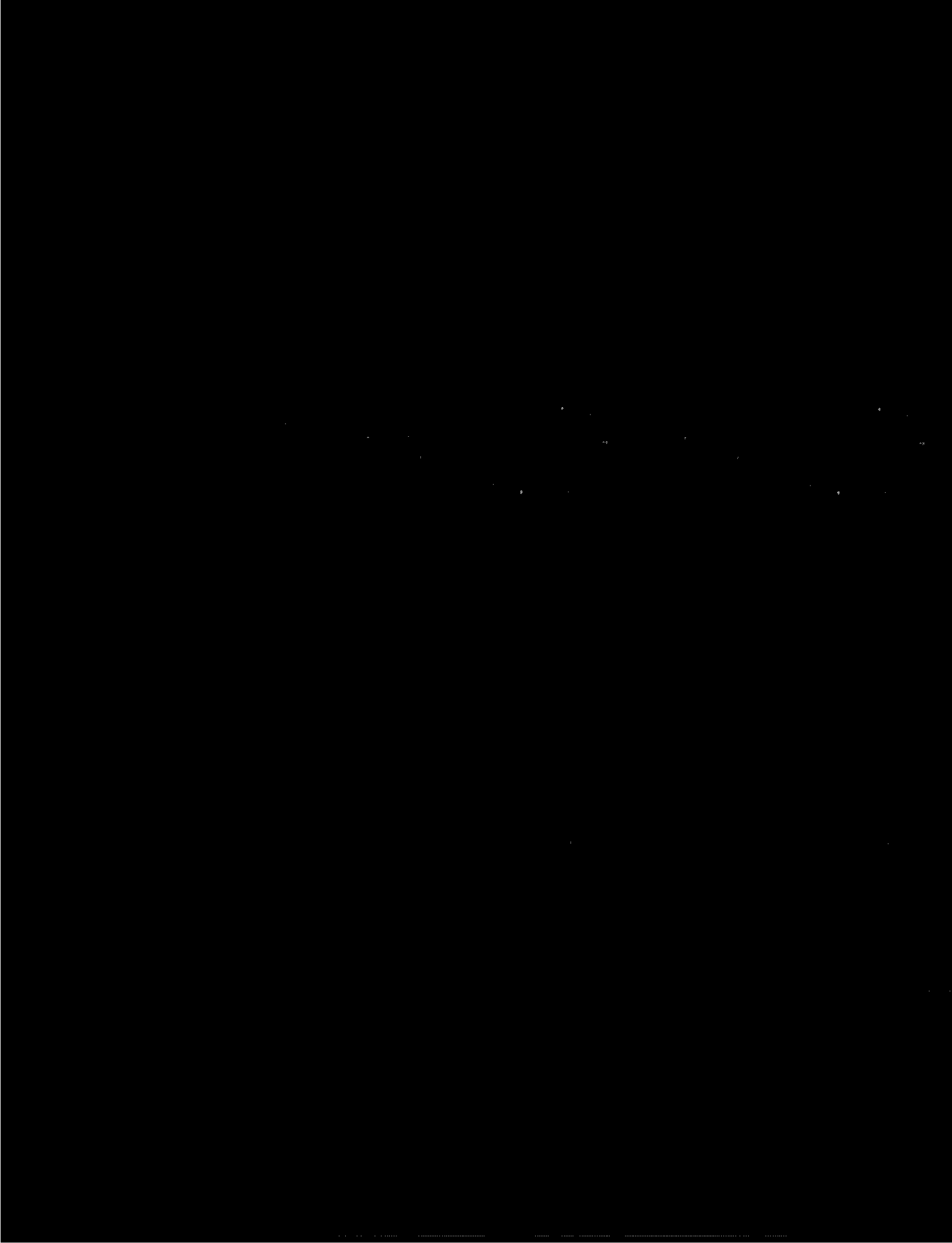
.....

.....

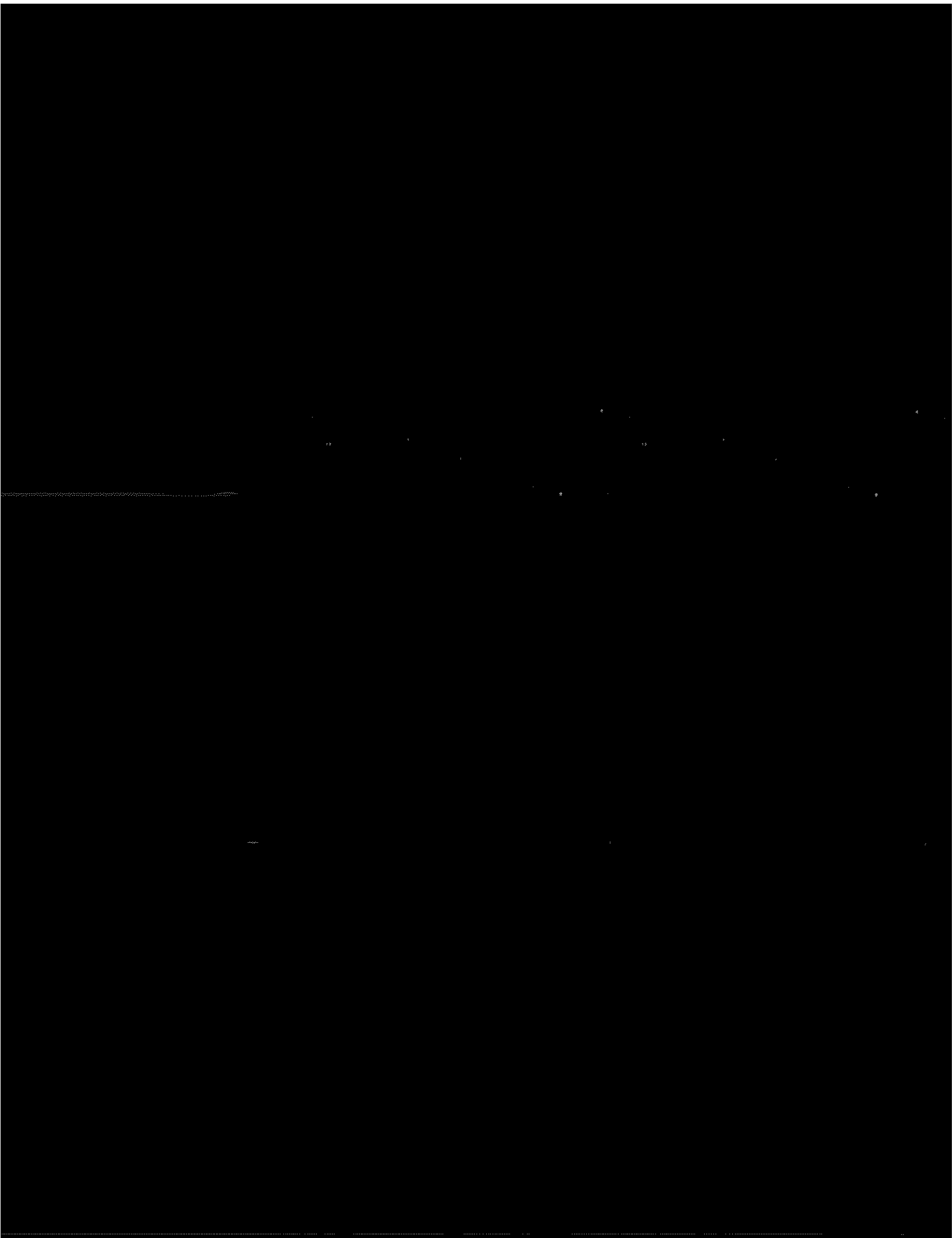
.....

.....

.....









4. The fourth part of the document focuses on the role of the accounting system in providing timely and accurate financial information to management and stakeholders. It discusses the importance of maintaining up-to-date records and the use of technology to improve the efficiency of the accounting process.

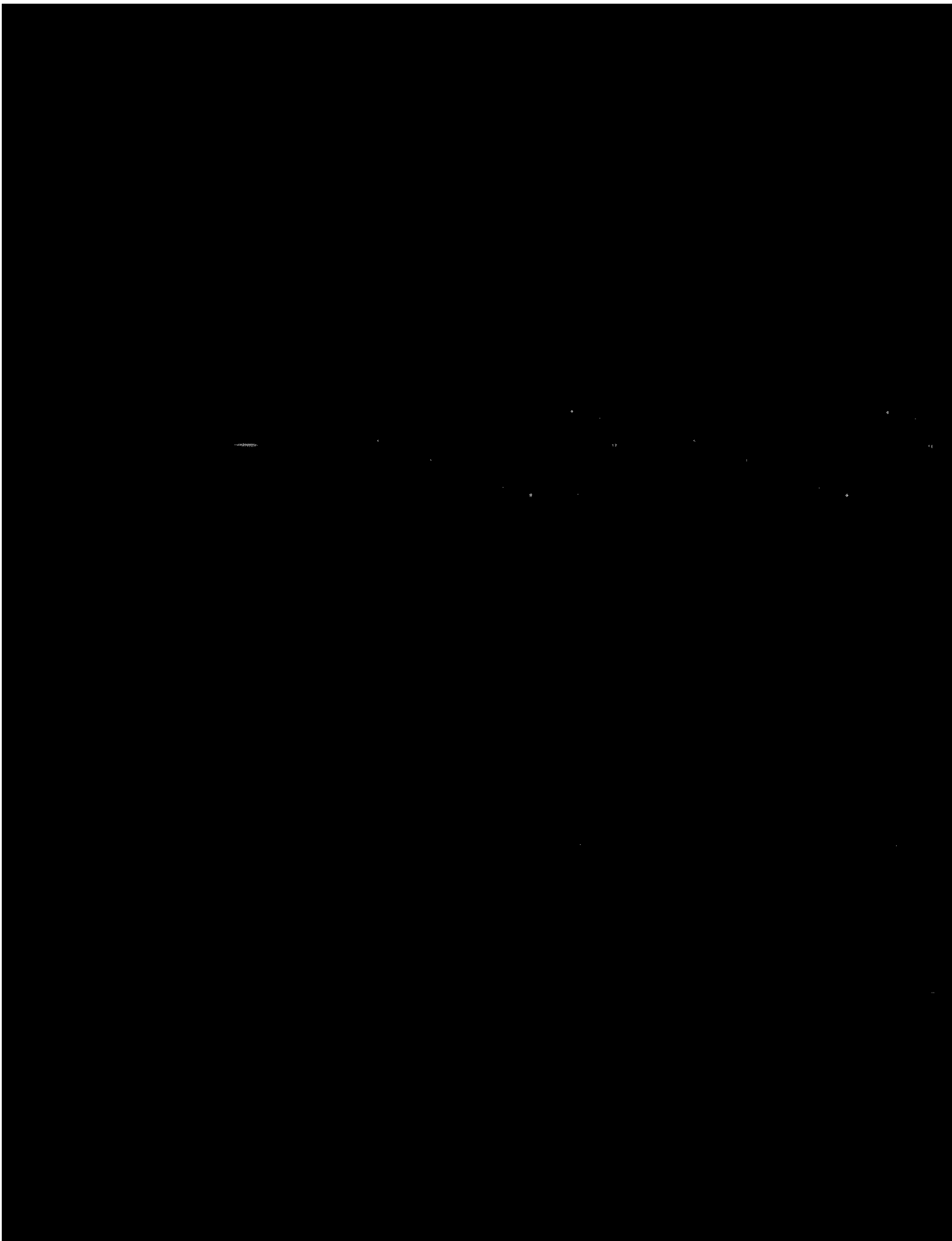
the first of these is the fact that the system is not a simple one. It is a complex system, and the behavior of the system is not linear. The second is that the system is not a simple one. It is a complex system, and the behavior of the system is not linear. The third is that the system is not a simple one. It is a complex system, and the behavior of the system is not linear.

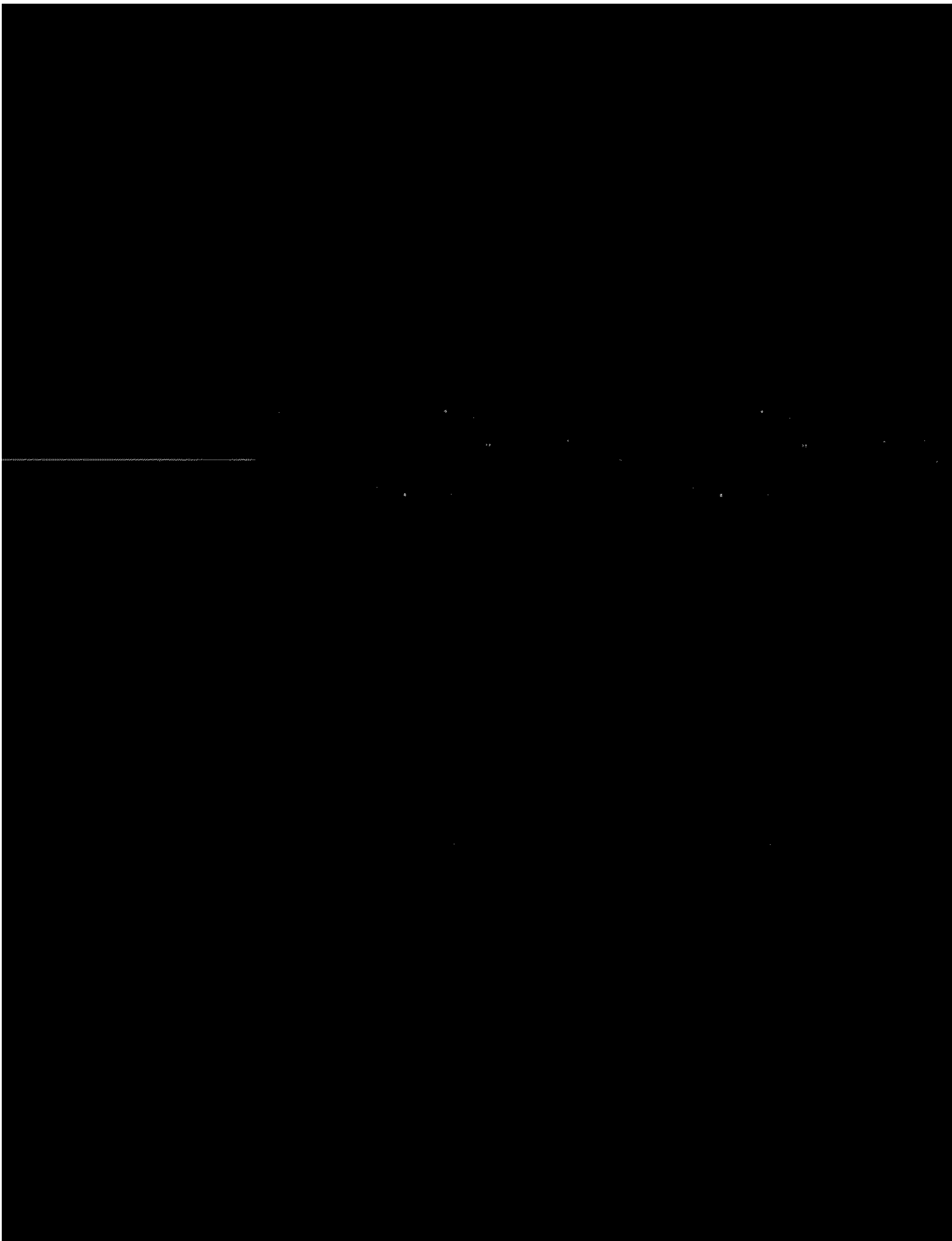
The first of these is the fact that the system is not a simple one. It is a complex system, and the behavior of the system is not linear. The second is that the system is not a simple one. It is a complex system, and the behavior of the system is not linear. The third is that the system is not a simple one. It is a complex system, and the behavior of the system is not linear.

The first of these is the fact that the system is not a simple one. It is a complex system, and the behavior of the system is not linear. The second is that the system is not a simple one. It is a complex system, and the behavior of the system is not linear. The third is that the system is not a simple one. It is a complex system, and the behavior of the system is not linear.

The first of these is the fact that the system is not a simple one. It is a complex system, and the behavior of the system is not linear. The second is that the system is not a simple one. It is a complex system, and the behavior of the system is not linear. The third is that the system is not a simple one. It is a complex system, and the behavior of the system is not linear.

The first of these is the fact that the system is not a simple one. It is a complex system, and the behavior of the system is not linear. The second is that the system is not a simple one. It is a complex system, and the behavior of the system is not linear. The third is that the system is not a simple one. It is a complex system, and the behavior of the system is not linear.





1. The first step in the process is to identify the problem or issue that needs to be addressed. This involves gathering information and understanding the context of the problem.

2. Once the problem is identified, the next step is to define the objectives and goals of the project. This helps to clarify what needs to be achieved and provides a clear direction for the team.

3. The third step is to develop a plan or strategy to address the problem. This involves breaking down the problem into smaller, manageable tasks and determining the resources needed to complete each task.

4. The fourth step is to implement the plan. This involves assigning tasks to team members, setting deadlines, and monitoring progress to ensure that the project is on track.

5. The final step is to evaluate the results of the project. This involves comparing the actual outcomes with the objectives and goals to determine the effectiveness of the project and identify areas for improvement.

