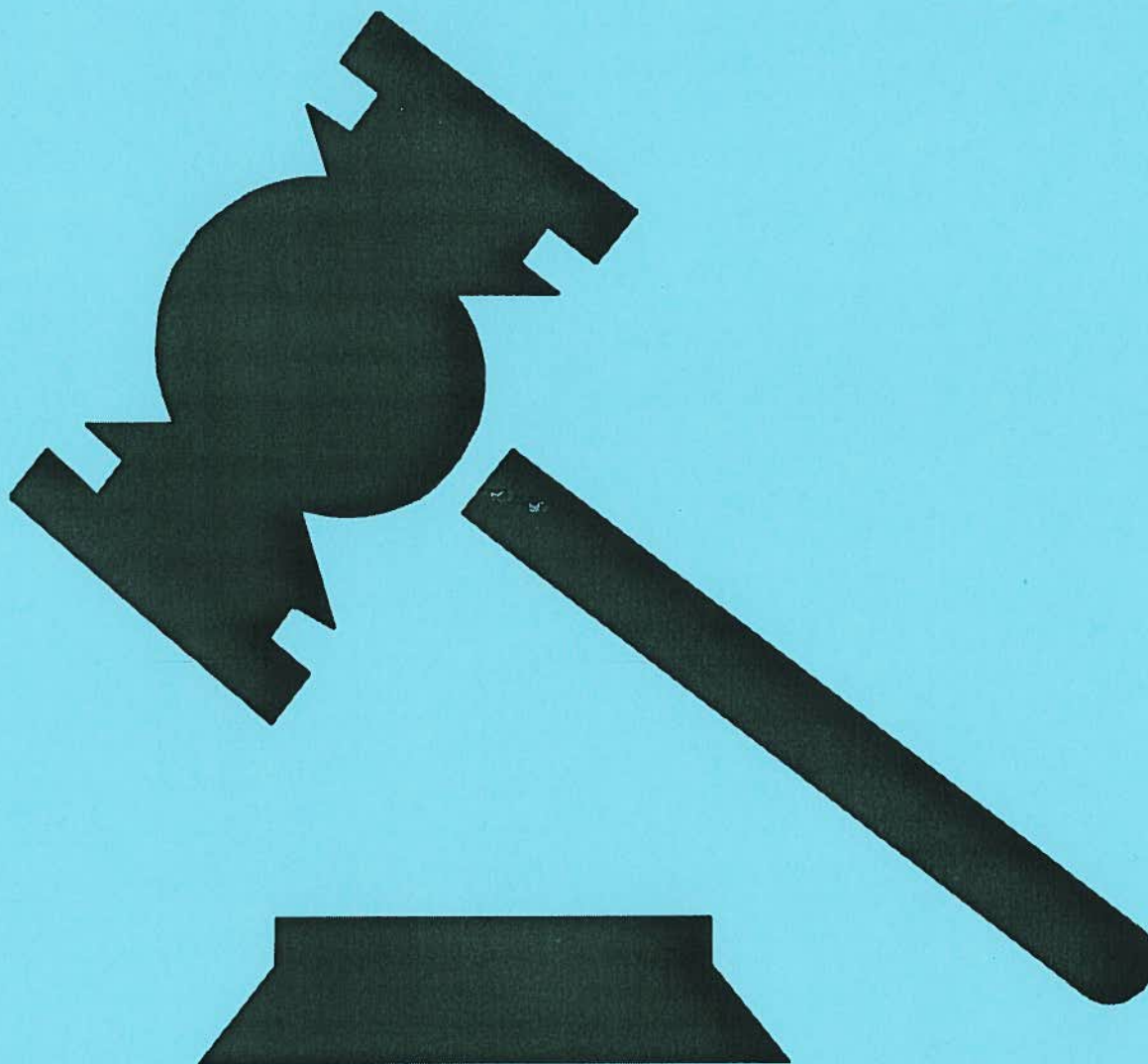




***ADMINISTRATIVE
ACTION/DISCUSSION ITEMS
AGENDA ITEM VI. A.***



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Work Plan

Fiscal Year 2009-10

Strategy Research Institute

Section 1.0 **Purpose Statement**

The intent of the present document is to provide the Management team of Fresno COG with a **Work Plan** that identifies some of the major projects that SRI will be assigned during Fiscal Year 2009-10.

Section 2.0 **Projects**

Following is a listing of major projects that SRI will be assigned; these will be carried out under the direction of Fresno COG's Executive Director, Tony Boren. Some of these projects are presently underway, others will be initiated at the appropriate time during the coming fiscal year.

2.1 Transit Consolidation

It has long been a goal of most public transit agencies in Fresno County to create a seamless regional transit system wherein people can traverse (navigate) from any point in the County to any destination in the County with minimal inconvenience and at a reasonable cost. Beyond providing seamless transportation, the intent is to minimize and/or eliminate the duplication of services among agencies; thus, maximizing the ROI (*return on investment*) of tax dollars earmarked for public transportation. Indeed, creating a regional transit system is a center piece of the **Blue Print** effort, which is being designed to enhance mass transit throughout the Central Valley and beyond.

In 2006, Fresno COG commissioned a **Public Transit Regional Agency Formation Study**, which concluded with a series of recommendations for short-term coordination projects, ending with a longer term vision to consolidate public transit and public

transportation services in Fresno County. Unfortunately, few (if any) of these desired outcomes have materialized, to date.

There are three primary transit services operating in Fresno County at the present time; each are administered separately. These are Fresno FAX, operated by the City of Fresno; Clovis Transit, and FCRTA (Fresno County Rural Transit Authority). Beyond that, there are specialized public transit agencies and services; some are designed to transport school children to and from schools (e.g., Southwest Transportation Agency), others provide transportation services for segments of the community with special needs (e.g., the EOC).

Deliverables:

Because SRI has a proven record of CONSENSUS BUILDING (e.g., bringing together a host of special interests, many with competing agendas, in support of the successful Measure C in 2006), SRI was assigned earlier in the year to meet with transit officials in each of the three agencies, plus with other stakeholders who will ultimately play a role in this effort if it is to materialize. SRI's directive was to determine whether or not transit consolidation is feasible in the foreseeable future. Clearly, the realization of transit consolidation is fraught with challenges; some technology-driven, others politically-driven.

At the outset of this effort, expectations were low. This is NOT a new idea; while transit consolidation has proven extremely successful throughout many regions in California and elsewhere throughout the U.S., it has NOT taken hold in the Central Valley, in particular, in Fresno County.

However, through interviews with the three transit Agencies and other stakeholders in regional transit consolidation, SRI has identified an approach that has great promise. Most of those interviewed agree that the approach that came out of this consensus building effort is realistic...thus, merits serious attention and follow-through.

Thus, one of SRI's primary efforts during Fiscal year 2009-10 will be to pursue the effort of regional transit consolidation in Fresno County; to make this collective effort among the transit agencies in Fresno County a reality.

2.2 Farmland Conservation

Farmland Conservation is embedded in a competing set of core values. On the one hand, for example, is a strong desire and

perceived need to preserve ag lands in Central Valley (which is central to the economic health of the region); on the other hand, agriculturalists, understandably, want to preserve their private property rights (e.g., the right to develop their property in any way they see fit and at any time, thus potentially taking it out of ag production). The motivations that underlie these competing perspectives are complex and central to the stakeholders' central belief system; as such, this effort represents the epitome of the need for CONSENSUS BUILDING.

In its initial stages, the movement in Fresno County toward **Farmland Conservation** went relatively smooth. However, as the process progressed, key differences and competing agendas began to surface; at the present point in time, there is little consensus regarding how best to preserve farmlands in Fresno County. As communities continue to grow and expand, and in the process take major steps to attract jobs outside the Ag Industry, there is an unavoidable encroachment on surrounding farmlands. What's become known as "**The Golden Triangle**" is an excellent example of this oxymoron (inherent paradox).

Deliverables:

Given SRI's proven skill set involving CONSENSUS BUILDING among stakeholders, many with competing agendas, the Institute has been assigned to help stakeholders on both sides of this complex issue work through these issues toward finding a middle ground, thus, leading to development of a **Farmland Conservation Model Program**, but without impinging upon the rights, needs, and/or collective desires of either set of stakeholders. SRI will arrange and conduct (or facilitate) a series of meetings designed to BUILD CONSENSUS among stakeholders with competing agendas and, at the end of the proverbial day, find a middle ground wherein Farmlands can be conserved and protected, but without compromising private property rights.

2.3 Enhance Fresno COG's Public Affairs/Public Relations Capabilities

Until now, Fresno COG has largely depended upon the FCTA for handling much of its public affairs and outreach. However, the Agency is sufficiently large and involved in the community that it should begin handling more of these activities internally. Indeed, this was part of the justification for including ½ of 1% administrative

overhead in the Measure C expenditure plan, which was authorized by the local electorate in 2006, with 78% voter support.

Deliverables:

Fortunately, Fresno COG has staff in place with many of the skills and contacts in the local media outlets that is needed for developing a highly sophisticated Public Affairs Department. SRI has the expertise needed for staff development in this critical area.¹ By the end of the fiscal year, Fresno COG staff will have increased their level of proficiency for promoting Fresno COG and its mission.

¹SRI's Chairman/CEO, Gary Manross has been an executive in the largest Public Relations firm in the world,

Hill & Knowlton, Inc. Dr. Manross was an Associate Professor in the California State University system, teaching Public Relations, Advertising, and Marketing at both the undergraduate and graduate levels, as well as Political Communications at UCLA. He's been a journalist for an award-winning metropolitan daily newspaper in the mid-west and has worked in Public Relations for several major organizations (refer to his resume, which is attached as an Addendum to the present **Work Plan**).

2.4 Support Fresno COG's efforts through its Lobbyist

Fresno COG has an excellent lobbyist on board in **California Consulting, LLC**. One of the more recent accomplishments of the COG's lobbyist, for example, involves SB716.²

However, this is an excellent example of why it can be important to shore up Fresno COG's lobbying efforts through an aggressive, systemic, and well thought out **public relations/public outreach effort**. To do this well, it is essential to reach BEYOND the local media outlets to media outlets that have state and national reach and influence.

No such program is in place at Fresno COG at the present time; and, by definition, such a resource goes beyond the professional services delivered through Fresno COG's lobbyist, or any other lobbying firm.

Deliverables:

Fortunately, SRI has a great deal of experience in partnering with lobbyists in order to enhance their effectiveness in Sacramento and the nation's capital.³ SRI will orchestrate, in cooperation and coordination with California Consulting, outreach efforts designed to secure desired outcomes that will benefit Fresno COG and its member agencies.

2.5 Enhance Relations between Fresno COG and Native American Tribes

There is a federal mandate for Fresno COG to build and maintain a constructive and mutually beneficial relationship with the Native American Tribes located within its jurisdiction and service area. Many of the issues of mutual interest to the Tribes in Fresno County and Fresno COG involve public transportation. To date, the COG has

² Had the language of SB716 not been amended, virtually every small community in Fresno County would have lost the ability to use some portion of their LTF funds for maintaining and repairing local streets in their respective communities or for farm worker van pools; rather, 100% of these funds would have to be used for public transit. As written, this legislation would have resulted in a loss of almost \$6 million to Fresno County and the 13 cities in Fresno County that are impacted. Working closely with the County staff, among others, California Consulting was able to get the language of SB716 amended, thus maintaining status quo.

³ Even before founding SRI over 20 years ago, Dr. Gary Manross worked closely with award-winning State lobbyists in Sacramento on behalf of the largest state trade association in the United States, the **California Association of Realtors®**. Today, he works closely with the State Lobbyist in Sacramento for the largest regional park District in the United States, the East Bay Regional Park District, and has done so since SRI was initially commissioned to work with the District in 1987.

spent significant amounts of money on certified mail and other efforts to build bridges between our respective organizations, with little feedback and/or success.

Deliverables:

SRI has been assigned to advancing the COG's efforts in a manner that builds better communication and cooperation with the Native American Tribes in Fresno County. To date, SRI has made contact with each Tribe and has received constructive feedback; the next step will be to develop an **Action Plan** for formalizing communication between each Tribe and the COG. This action plan will be formulated and implemented by the end of the upcoming fiscal year.

SRI is perfectly positioned to do this, since it has worked with Native American tribes elsewhere in California (e.g., the Rincon San Luiseño Band of Mission Indians, San Diego County) and other states (e.g., the Puyallup Indian Nation, Tacoma, Washington).

2.6 Assist in Developing a 'Performance-based' Salary Structure for Fresno COG

Fresno COG has transitioned to a "performance based" salary structure for its employees; as a result, there is a need to develop a Performance-Based Evaluation Criteria to be utilized when evaluating employee performance. SRI has been assigned to assist in developing such criteria.

SRI provides professional services in HR; in fact, the Institute demonstrated its expertise in this discipline in 2007, when the Institute was directed to conduct a Compensation Parity Study, in which SRI staff compared Fresno COG's compensation and benefits for each Fresno COG employee category with ten (10) Agencies including other COGs and government agencies that are comparable to Fresno COG. The results of their study were submitted, with specific recommendations, to the Fresno COG Board of Directors, subsequently adopted, and used as the basis for the Agency's present compensation package.

Deliverables:

Due to having conducted a Compensation Parity Study for Fresno COG, SRI is well versed in the Agency's compensation package, thus well positioned to assist the Agency in developing a "performance based" salary structure over the upcoming fiscal year.

2.7 High Speed Rail

The passage of California's High Speed Rail Bond in 2006, in conjunction with the High Speed Rail funding provided by the American Recovery and Reinvestment Act, has created an environment where planning for High Speed Rail facilities in Fresno County needs to begin to take on an accelerated pace, in order to take advantage of both of these funding sources. To date, there are a number of public and private stakeholder interest groups that are engaged in various pieces of this planning process. However, in order to be as effective as possible, it makes sense that all of the stakeholders begin to work together collaboratively in order to most effectively influence an outcome that will be beneficial to all. Specific issues associated with High Speed Rail in Fresno County include:

- Site planning for the future High Speed Rail Station in downtown Fresno
- Developing a unified lobbying and media campaign focused on securing the High Speed Rail Maintenance yard and operations facility in Fresno County
- Working closely with the High Speed Rail Authority staff to ensure that the alignment that is selected for Fresno County, is consistent with the overall goals and values of both the City and County of Fresno.
- The issue of relocation and consolidation of the Burlington Northern, Santa Fe rail tracks through the City of Fresno has direct implications for High Speed rail. It is critical that rail consolidation and its long term relationship with High Speed Rail be taken into account as part of the planning process.

In all of these areas, Strategy Research Institute's skills and talents at regional consensus building can be of great value and help us obtain our overall regional goals as they relate to High speed Rail.

Section 3.0 **Additional Benefits to Fresno COG and its member Agencies**

Besides the specific projects that have either been assigned to SRI, or will be assigned as the fiscal year unfolds, there are several additional benefits being provided to Fresno COG members. These were NOT part of the contractual relationship between Fresno COG and SRI; rather, they are added benefits that have been offered by SRI, voluntarily. These professional services benefit the smaller, rural communities more than the two major cities, the Cities of Fresno and Clovis, and Fresno County; nonetheless, these same benefits are fully available to every member. These include:

3.1 SRI does NOT charge for its out-of-pocket expenses

Unlike other consulting firms, SRI does NOT pass its out-of-pocket expenses on to Fresno COG for travel, food, housing, etc. As a result, the lion's share of the monthly retainer is used to cover these expenses; given this reality, the amount of the monthly retainer is extremely modest when compared to the amount of professional services being rendered to Fresno COG.

3.2 **Significantly reduced rate structure for professional services offered through SRI**

SRI is well known for its success in nurturing Cities, Counties, Special Districts, JPA's and other types of agencies in the public sector in helping them realize their respective goals and objectives.

Typically, this involves updating the agency's **General Plan** and/or Master Plans; promoting **Economic Development and Redevelopment**; and assisting with securing the requisite support for funding measures placed before their local electorate including, but not limited to, G.O. Bonds, sales tax measures, TOT's (essentially a 'bed tax'); CFD's; 218 Special Benefit Assessments such as Landscape & Lighting, LMDs, LLADs, and-the-like. Two that most Fresno COG Board members are familiar with include Measure C, a successful \$1.7 billion sales tax which ultimately secured 78% voter support, and (before that) a successful Landscape Maintenance initiative for the City of Clovis.

Especially in a time when literally every public agency is being impacted, in no small way, by the downturn in the economy, these services are invaluable. Clearly, most (if not all) cities are in search of new revenue streams and/or enhancements to existing revenue streams.

So long as SRI is under contract with Fresno COG, the Institute is offering deep discounts to all of its member agencies (the County and the 15 cities in Fresno County) for professional services provided by and/or through the Institute. This includes a 30% discount for scientific surveys and 40% discount for such professional services as facilitating meeting for consensus building, public outreach (public relations), Human Resources, and a host of professional services available through the Institute.

Two cities that are taking advantage of these discounted professional services are:

- The **City of Mendota**. The City of Mendota is moving forward with creating its own Police Department; SRI is assisting in this concerted effort. Feel free to talk with Mayor Robert Silva to confirm the quality of services being delivered to the City of Mendota.
- The **City of Selma**. The City of Selma placed a Measure on the local ballot, asking local voters to authorize an increase in their TOT (bed tax). They did NOT use a professional consultant in this effort; it failed. SRI will be helping the City place a similar Measure on the ballot in the near future. The City did use the professional services of a consultant on another funding mechanism; however, the fee was excessive (which is why they chose to move forward without benefit of a professional consultant on its TOT). Even years later, SRI's fee will be about half that of what the City paid in its earlier effort. Feel free to talk with Mayor Dennis Lujan to confirm this scenario.
- While not a member of Fresno COG, the Institute has granted these same deep discounts to yet another agency involved in public transportation in rural Fresno County, whose CEO is on the Board of the FCTA. This is **Southwest Transportation**, which buses almost half of the school-age children in Fresno County to and from public school. To date, SRI has conducted four (4) studies for Southwest and provided professional consulting; as a result, the Agency has been able to resolve a serious problem in recruiting bus drivers. Feel free to talk with Kirk Hunter regarding the quality of SRI's services on behalf of Southwest Transportation.

SRI has been approached by other members of Fresno COG that want to talk advantage of these deep discounts. Here again, SRI will NOT be charging for any out-of-pockets.

3.3 Promises made, Promises Kept

In negotiating its contract with Fresno COG for the 2008-09 fiscal year, SRI promised to open an office in metropolitan Fresno. The purpose for this was two-fold: (i) to enhance the delivery of services to Fresno COG and its members, and (ii) to demonstrate a serious commitment to the region. On January 1, 2009, SRI opened a regional office in Fresno. It is located at 7489 N. First Street, Suite 102, Fresno, CA 93720.

Section 4.0 Summary Conclusion

Included as addenda to the present **Work Plan** for SRI for the upcoming 2009-10 fiscal year are three documents.

Addendum 'A' contains a Matrix in which each of the projects are identified, with a summary statement and sense of timing regarding deliverables.

Addendum 'B' contains a BACKGROUNDER on SRI.

Addendum 'C' contains the resume for SRI's Chairman/CEO, Dr. G. Gary Manross, Ph.D., who will continue to oversee the Institute's activities on behalf of Fresno COG.

Prepared in July 2009

Addendum 'A'

SRI Project Matrix, with Deliverables and Sense of Timing

Project	Deliverables	Sense of Timing
Transit Consolidation	Formalize Model & Initiate Start-up Phase	Start-up Phase completed in 2009; project on-going
Farmland Conservation	Arrange and conduct (or facilitate) Consensus Building activities associated with development of the Fresno County Farmland	Measureable Progress by year-end
Enhance Fresno COG's PR/Outreach	Staff Development and Support	On-going
Support Lobbying Efforts	Initiate and Coordinate Public Outreach (e.g, media coverage) to support California Consulting	On-going
Enhance Relations with Native American Tribes	Develop Action Plan , arrange meetings with Tribes, assist in implementing Action Plan	By Year-end
HR (Performance-based Salary Structure	Develop Performance-based Salary Structure for Fresno COG	By Year-end
High Speed Rail		

Addendum 'B'



Background...

An Institute for Consensus Building

**STRATEGY
RESEARCH
INSTITUTE**

SRI is involved in all forms of **CENSUS BUILDING** among stakeholders and stakeholder groups/organizations, many with competing agendas.

The Institute is comprised of a team of **behavioral scientists** (both quantitative and qualitative researchers), **strategic planners**, and their support staff. Each member of SRI's professional staff is proficient in the most advanced scientific methodologies and each one has earned advanced degrees from premier academic institutions including U.C. Berkeley, The Annenberg School for Communication at the University of Southern California (USC), New York University (NYU), among others.

SRI is routinely commissioned to assist Clients with **Economic Development and Redevelopment**; updating **General Plans** and **Master Plans**; **Grant Writing**; as well as **Public Affairs** and **Public Outreach**.

We help cities, counties, Special Districts, JPA's, among other types of agencies in the public sector, secure new and/or increased revenue streams to address a variety of **fiscal challenges**; these include, but are not nearly limited to:

- G.O. Bonds (General Obligation Bonds).
- Sales Tax Measures.
- 218 Special Benefit Assessment Districts and/or secure the requisite support for increasing the Agency's annual assessments; these include, for example, Lighting & Landscape Assessments, LMD's, LLAD's, among others.
- CFD's (Community Facilities District)
- TOT (essentially, Bed Tax)

In other words, we are experts at nurturing social change (both in the short-term and long-term) and at helping our Clients achieve their goals and objectives, especially those having to do with realizing desired *behavioral outcomes* (e.g., making specific voting decisions or purchase decisions).

SRI's approach to predicting likely behavior (e.g., voting behavior and/or consumer behavior) is based upon measuring CORE VALES, which is driven by one's CENTRAL BELIEF SYSTEM. In a nutshell, what we do is build empirically-based decision-making models.

Our documented success over the past two decades is accounted for by the fact that in working with Clients, we **NEVER attempt to MANIPULATE** any target population; for example, voting behavior or purchase decisions. Instead, we use the appropriate scientific and communication management tools to determine what their COLLECTIVE WISHES and DESIRES are...then go about nurturing our Client in helping them respond to these collectives wishes and desires. Especially in cases where **SUPER MAJORITY** (2/3^{rds}) voter support is needed...SRI's approach to CONSENSUS BUILDING is vital.

Biographical sketches of SRI professional staff and professional references on behalf of our Institute are available upon request.



Implementing...

Transit Consolidation in Fresno County



Prepared expressly for...



SEPTEMBER 2009

Consistent with authorization of...



An Institute for CONSENSUS BUILDING
www.sri-consulting.org
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Section 1.0

‘Next Step’ toward Transit Consolidation in Fresno County

It has long been a goal of most public transit agencies in Fresno County to create a seamless regional transit system, wherein people can traverse (navigate) from any point in the County to any destination in the County with minimal inconvenience and at a reasonable cost. Beyond providing seamless transportation, the intent is to minimize and/or eliminate the duplication of services among agencies; thus, maximizing the ROI (*return on investment*) of tax dollars earmarked for public transportation. Indeed, creating a regional transit system is a center piece of the **Blue Print** effort, which is being designed to enhance mass transit throughout the Central Valley and beyond.

1.1 **A great deal of effort has been expended toward this objective**

While the various public transit agencies operating in Fresno County do, at the present time, work together...this is handled mostly through telephony (telephone conversations) and e-mail; from time to time, face-to-face meetings are held.

That said, a great deal of effort has been expended in recent years in an effort to make transit consolidation in Fresno County a reality. Perhaps the most notable effort involved a study commissioned by Fresno COG and conducted by Nelson\Nygaard Consulting Associates, which culminated in a report entitled: **Public Transportation Regional Agency Formation Study** (May 2007). Even with having benefit of the “intelligence” gained through this comprehensive study virtually no progress has been made, to date, toward realizing this objective.

1.2 **Fresno COG’s Executive Director directed SRI to conduct present study**

As a result, the Executive Director of Fresno COG, Tony Boren, recently directed Strategy Research Institute (SRI) to interview representatives of the three primary transit services operating in Fresno County, plus any other individual(s) who appeared to have instructive input into this matter; then, return with a recommendation of whether to move forward in a concerted fashion toward realizing transit consolidation in Fresno County, or put the matter to rest, at least for the foreseeable future.¹

Section 2.0

Overview

There are three primary transit services operating in Fresno County at the present time; each are administered separately. These are **Fresno FAX**, operated by the City of Fresno; **Clovis Transit Service**, and **FCRTA** (Fresno County Rural Transit Agency). Beyond that, there are specialized public transit agencies and services; some are designed to transport school children to and from schools

¹ SRI was assigned to this project because of its proven record of CONSENSUS BUILDING among stakeholders, many with competing agendas (e.g., the successful Measure C in 2006).

(e.g., Southwest Transportation Agency), others provide transportation services for segments of the community with special needs (e.g., the EOC).

The Nelson\Nygaard study concluded with a series of recommendations for short-term coordination projects, ending with a longer term vision to consolidate public transit and public transportation services in Fresno County. Unfortunately, as noted above, few (if any) of these desired outcomes have materialized.

Clearly, Transit Consolidation is NOT a new idea; indeed, consolidation of multiple public transit and public transportation agencies has proven extremely successful in many regions of California and elsewhere throughout the U.S. Nonetheless, transit consolidation has NOT taken hold in the Central Valley, in particular, in Fresno County.

Section 3.0

Design & Methodology

As it turned out, representatives of five public transportation agencies were interviewed.²

These were:

- City of Clovis: **Shonna Halterman**, General Services Manager.
Robert Ford, General Services Director.
- City of Fresno: **Ken Hamm** (interviewed twice), Director of Transportation; also, the first General Manager of Lane Transit District in Eugene, Oregon (a JPA created through the consolidation of multiple public transit agencies).
Bruce Rudd, Assistant City Manager, and formerly the Director of Transportation for the City.
- Fresno COG: **John Downs**, Senior Planner for the Fresno Area Express, who oversees Urban Transportation Planning at FAX, as well as public transit needs for alternative purposes.
- FCRTA: **Jeff Webster**, General Manager of Fresno County Rural Transit Agency.
- Southwest Transportation:
Kirk Hunter, Chief Executive Officer of a JPA that buses over one third (35%) of the students in Fresno County to and from public schools (K-12), mostly in the rural sections of Fresno County.

At the conclusion of these interviews, four (4) of the interviewees and the Executive Director of Fresno COG, Tony Boren, were brought together in a meeting to discuss the “findings” from this exercise, with the point being to run by this group of experts a specific idea that came out of this study...secure their collective input, with the end-goal being to determine whether or not this idea had sufficient merit for being moved forward...and, assuming it did have sufficient merit, discuss how best to proceed.

The outcome of that meeting was that the idea that grew out of the interviews with the five public transit agencies did, indeed, have merit; however, the very idea of transit consolidation (building a regional transportation system) is politically charged; clearly, we are dealing with a process

² The interviews were conducted by Dr. G. Gary Manross, Ph.D., Chairman of Strategy Research Institute (SRI).

that it is fraught with sensitivities (practical and political) and, as such, will require much thought, reflection, and care when developing even the best of ideas into a workable model.

Section 4.0

Findings are promising

At the outset of this study, not one of those individuals being interviewed was optimistic with respect to transit consolidation in Fresno County becoming a reality anytime soon. Through these discussions, however, an approach surfaced that appears to have merit; as such, most of those interviewed, as well as the consultant conducting the interviews, have become GUARDEDLY optimistic about the feasibility of creating a sustainable and seamless regional transit system in Fresno County. As a result, the major recommendation that grew out of this effort is to move forward, with care; this recommendation, in large part, is predicated upon the following *findings* from the present study.

Finding #1: At the present time, Clovis is NOT likely to consolidate

For a host of reasons, the likelihood is quite low that the City of Clovis will choose to join any concerted effort to consolidate public transit in Fresno County by creating a new entity, such as a Joint Powers Authority (JPA), or other type of regional transit authority, wherein each of the separate public transit agencies are blended into a single unit, with it's own Board of Directors, management team, and professional staff.

That said, Clovis public transit officials do support specific steps toward making seamless transportation a reality in Fresno County; but, they prefer that this process is limited to technological strategies vs. creating a regional transportation authority. For example, they support installing an automated, calculating farebox system that would track passenger counts and the type of fare collected. The system would include a coordinated "smart card" bus pass for use on both Clovis Transit and Fresno Area Express systems that would track where passes were purchased and where they are used for proper farebox credit to each transit system.³

One set of concerns among Clovis officials has to do with funding. They worry that monies that would otherwise come to the City would be diverted to the new regional transit authority. They are also concerned about not being able to spend State funds that are earmarked for public transit for alternative purposes (such as street and road maintenance); although, based upon recent, pending state legislation (SB716), as of 2014, any city with a population in excess of 100,000 residents will be required to use 100% of its state funding that is earmarked for public transit for such purposes. Thus, within the next five years, this concern will be eliminated through State law.

³ Clovis was planning on purchasing such technology in fiscal year 2009; however, this was stalled due to fiscal challenges being faced as a result of a depressed economy.

A second set of concerns, which is seen as being especially problematic, has to do with the fact that Clovis is NOT a union shop; as a result, City officials are convinced that they have far fewer labor issues to deal with compared to Fresno FAX, whose employees are represented by organized labor.

Beyond that, Clovis officials think they could, and would, “get lost in the proverbial shuffle”; meaning that Clovis would not have as much say in the management of a regional transit agency as they have over their own City-owned and operated transit system.

There are other concerns, as well.

However, the greatest concern of all is that Clovis officials believe they provide a superior service compared to the other transit agencies in the County. They worry that a regional transit agency would ultimately result in Clovis residents receiving LESS service than they enjoy at the present time.

Finding #2: **Fresno FAX supports transit consolidation.**

Clearly, the City of Fresno is highly supportive of regional transit consolidation; and has been for some time.

The current Director of Transportation, Ken Hamm, was the General Manager of a regional transit authority in Oregon before coming to Fresno. Thus, Mr. Hamm has in-depth experience at the operational level of running a public transit system, combined with first-hand experience at building consensus among Cities and the County, all of which had to agree to giving up control of their respective transit agencies for the “benefit of the whole”. Mr. Hamm stated, “...a regional transit systems needs to be seamless; you can’t do that with three separate entities.” He adds, “Everyone in the region wins when you create a seamless transit system.”

Fresno officials point out that many of the smaller communities in the County would benefit because at the present time their residents have a difficult time getting into the larger cities (in particular, Fresno and Clovis) to take advantage of the opportunities that exist there; in particular, job opportunities, shopping opportunities, medical care, and more. City officials point out that once there is connectivity among the cities, people throughout the County can take advantage of these opportunities regardless of where they reside.

Of course, FAX officials point to the inherent benefits of a regional public transit system with respect to the local and regional environment; it would contribute to getting at least some people out of their cars and into public transit.

That said, Fresno transportation officials made note of the fact that at least some of the smaller communities in the County have created their own Public Transit system; as such, they will be concerned about the impact on their transit systems by the creation of a regional transit authority. For example, those officials representing the smaller communities may fear that at least some of their money and resources will be diverted to the more populated areas of the County.

Fresno City and Fresno COG officials collectively point out that not all of the funding for public transit is necessarily spent on public transportation, per se. Both Clovis and the smaller communities, in particular, do NOT want to lose the ability to use some portion of their funding that is earmarked for public transit for “alternative purposes”, such as street maintenance and other transportation-related necessities in their respective communities.

FAX officials acknowledge the challenge of bringing together union shops with non-union shops. Here again, Mr. Hamm has first-hand experience at addressing this very challenge. It won’t be easy. Then there is the reality that Measure C would have to be amended in order to redirect funding to a newly created JPA or other regional transit authority.

Clearly, this is only a sampling of the issues that will need to be addressed, and negotiated among stakeholders, in order to make regional transit a reality and sustainable.

Finding #3: **Fresno County Rural Transit Agency is ambivalent.**

The FCRTA is “on board” with the concept of creating a regional transit authority; however, Agency officials remain ambivalent. They point out that there are a significant number of challenges that need to be addressed BEFORE regional transit consolidation can become a reality, let alone sustainable. For example, they want to see a minimum of a six-month trial for whatever fare box technology is ultimately adopted in Fresno County, pointing to a “nightmare experience” in the S.F. Bay Area, which remains unresolved even today.

In concert with the expressed concerns of Clovis transit officials, FCRTA officials point to the “politics of a union shop” as being a significant barrier. Specifically, they expressed concern over the fact that legislators are lobbied in no small way by unions; further, the smaller communities have, historically, been sympathetic to unions and there’s no reason to believe that this will change. This can have a huge impact on how union shops are merged with non-union shops; clearly, it is a matter that will have to be faced head-on if a regional transit authority of any kind is to be created and sustained in Fresno County. In all likelihood, this particular element will divide stakeholders along party lines.

FCRTA officials were quick to acknowledge the challenges inherent to getting Clovis to join a new regional transit authority; they point to the City’s motto: ***Clovis is a Way of Life***. This motto speaks volumes, they say.

On the other hand, they point out that at the present time there is NO express service from Clovis to downtown Fresno; thus, people who reside in Clovis and work in Fresno are forced to drive their cars. A regional transit system could be designed to address this shortcoming.

Finding #4: Southwest Transportation Agency.⁴

On the one hand, Southwest Transportation Agency officials hold that their Agency is well positioned to be involved in creating a regional transit system, should a decision be made to move forward with this process. They point out, for example, that the majority of their school buses are used only two times during school days, going to and coming home from school; as such, school buses could be put to use in transporting members of the general public to and from their chosen destinations during what is now down time. In fact, they point out that it's perfectly legal and proper to transport students and adults, simultaneously; the major challenge would be one of scheduling and coordination...nothing that can't be controlled for. Further, this would enhance ADA services and assist seniors, in no small way.

On the other hand, Southwest officials acknowledge that while it's perfectly legal for members of the general public to ride school buses, even when school children are on the bus, it's NOT legal to spend public transit dollars on school bus transportation. This is an excellent example of how complex many of the issues are that are inherent to transit consolidation; more specifically, to building a regional transportation model that works in the interests of ALL stakeholders.

This does NOT mean, however, that transit consolidation should be tabled or scrapped, altogether; rather, it means that these extremely complex issues need to be addressed with care and in appropriate detail through the appropriate committees (e.g., an Exploratory and/or Formation Committee) BEFORE being brought forward in the form of a formal Plan of Action.

Even if it is concluded that Southwest Transportation cannot be part of whatever entity is created for the purpose of transit consolidation in Fresno County, the Agency's CEO, Kirk Hunter, brings to the proverbial table expertise that will contribute to any effort toward developing a regional transportation model that can work here in Fresno County. As such, his input through an Exploratory Committee, or other mechanism charged with looking into Transit Consolidation in Fresno County, would be extremely useful.

Also, Southwest Transportation has a modern facility located just off Rt. 41 in Caruthers, including a high tech maintenance facility, a refueling facility, and other resources that can be utilized by the members of a JPA, should one be created for purposes of regional transit.

This is equally true of Fresno FAX and Clovis Transit; Fresno Fax, for example, has a corporate yard and covered parking for its buses. This would make it possible for all members of the regional transit JPA to take full advantage of the economies of scale.

⁴ Southwest Transportation is a JPA; it is owned by five public school districts and serves eight other districts in Fresno County that contract with the JPA for transporting their students to and from school. The Agency buses over one third (35%) of the students in Fresno County to and from public schools (K-12), mostly in the rural sections of Fresno County

Finally, while there is a long history between Fresno FAX and the Clovis Transit, there is not such history between Southwest Transportation and any of the other three public transit agencies. Further, the CEO of Southwest Transportation enjoys mutual respect and an excellent relationship with Clovis officials (elected and professional staff alike).

Thus, given Mr. Hunter's experience with public transit and expertise in BOTH rural and urban transit, his involvement in the Fresno County Blueprint and the FCTA, his standing relationships with the other public Agencies that provide public transit in their respective service areas, and his first-hand experience and insight into the issues inherent to blending union shops with non-union shops, Kirk Hunter, much like Ken Hamm, is well positioned to assist in a concerted effort toward transit consolidation in Fresno County.

Section 5.0

Greatest challenges to be overcome

As can be seen in the above discussion, there are a great number of challenges that must be addressed and overcome in order for transit consolidation to become a reality in Fresno County. Perhaps the greatest barrier is made salient in the adage, *"Everyone wants to go to heaven; nobody wants to die."* Some of these challenges include the following:

- ☒ **What mechanism will be used for creating transit consolidation in Fresno County; e.g., a JPA or other type of regional transit authority?**
- ☒ **How will each of the public agencies involved in the JPA (or other authority formed to accommodate transit consolidation) be represented;** in other words, how many representatives from each member agency will be appointed to the Board; will their vote be weighted; if so, how (e.g., will the same equation be applied that is presently being applied to Fresno COG)?
- ☒ **How will the new agency (authority) be funded?** This is a complex issue involving law and regulation. Addressing this question will ultimately lead to a host of sub issues; e.g., how various revenue sources will be allocated/shared; will Fresno COG (and perhaps other public agencies) have to amend existing policy or regulatory mandates to be allowed to transfer specific funds to the new entity?
- ☒ **What restrictions will be placed on the expenditure of funds for such an authority?** For example, will the City of Clovis and the smaller cities that use some of their public transit funds for "alternative purposes" (such as street maintenance) be permitted to continue doing so?
- ☒ **Who takes the top management position** (be it CEO, General Manager, Executive Director, Director of Transportation, or whatever this position is ultimately labeled)?

- ☒ **How do you blend union shops with non-union shops**, especially given the differentials in compensation for analogous job responsibilities at multiple levels?
- ☒ **Make certain that the smaller services don't end up paying more money, but receiving the same level of service as they did prior to transit consolidation.**

Section 6.0

Recommendations

Transit consolidation in Fresno County has been talked about for many years; yet, to date, it has NOT materialized. Given the preceding discussion, this is understandable. The very concept of transit consolidation is fraught with challenges; that said, the majority of those interviewed in the present exercise hold that the benefits of transit consolidation far outweigh any drawbacks. So, the question remains: *How best to move forward?*

It must be made clear at the outset of this concerted effort that any Plan of Action for making Transit Consolidation a reality in Fresno County must remain fluid and flexible, at least until a realistic model can be developed. This is due to the fact that the process of **BUILDING CONSENSUS** among stakeholders (especially the three major transit agencies involved) is fraught with BOTH practical and political sensitivities; e.g., what mechanism will be used to bring the existing transportation Agencies together into a single Agency, who will ultimately control decision-making, how to blend union with non-union shops, etc. etc. etc. What may appear to be a realistic approach at the outset may well turn out NOT to be feasible as the process unfolds.

As noted earlier (refer to Section 3.0), following the completion of the initial interviews with representatives of the stakeholders, the next logical step was to meet with those who support the notion of transit consolidation in Fresno County. This meeting proved to be extremely useful and instructive. During this meeting, SRI shared with these individuals the main idea that came out of the interviewing process and asked if this idea had merit.

The idea is as follows. Clearly, the City of Clovis has NO DESIRE to become a founding member of any entity (e.g., a JPA) created for the purpose of facilitating transit consolidation in Fresno County; at least not at the present time. As such, the City's wishes should be totally respected. If the City wishes to become a member at a later date, this can always be accommodated. Therefore...

The public transit agencies that do want to establish transit consolidation in Fresno County at the present time should join forces and create an appropriate mechanism for doing so (e.g., create a JPA). At a minimum, this would include the City of Fresno, the FCRTA, and perhaps Southwest Transportation.

The upshot of this discussion was that the above idea does, indeed, have merit. The approach being advocated below comes out of this discussion.⁵

Given the complexities and political sensitivities inherent to transit consolidation, it was concluded that the most constructive way to move forward is by employing a PHASED approach; with the first phase being one of “investigation”; then, move into a formation phase, and finally implementation.

The remainder of the present report is intended to present a framework for moving forward, with the acknowledgement that whatever framework is initially agreed upon, it **MUST** remain flexible and open to enhancements as the process unfolds.⁶

Phase 1: **Create an Exploratory Committee**

The first phase will involve three stages or facets: (i) working through BOTH technical and political elements inherent to Transportation Consolidation, culminating with an agreed-upon conceptual Model; (ii) “test-drive” the Model on select individuals and stakeholders in order to secure their input; and (iii) make whatever adjustments appear to be needed in the conceptual Model. Phase 1 will end with a **‘Go’ or ‘No-Go’** decision.

Each public transit agency in Fresno County will be invited to send a representative to serve on the Exploratory Committee, including the City of Clovis.

Due to the technical complexities inherent to the very notion of transit consolidation, preferably, this committee would be comprised solely of professional staff (e.g., heads of the respective public transit agencies, transportation planners, and the like). Once the technical details have been addressed, and selected politically-charged elements, which are essential to moving forward from a logistical perspective, another (and larger) committee will be created (Phase 2 of the Plan of Action). The make-up of the **Exploratory Committee** will ultimately be determined by which public transit agencies chose to participate.

⁵ Participants in this meeting were: Tony Boren, Executive Director of Fresno COG; Ken Hamm, Director of Transportation for the City of Fresno; John Downs, Senior Planner employed by Fresno COG, who oversees Urban Transportation Planning at FAX, as well as alternative purpose needs; Kirk Hunter, CEO of Southwest Transportation. The meeting was facilitated by G. Gary Manross, Chairman/CEO of SRI.

⁶ It should be stressed here that whatever framework is worked out in the early stages of Transit Consolidation, it would be **IMPOSSIBLE** to identify and address each element that will ultimately have to be dealt with. For example, each municipality that has its own public transit system in place will be concerned with how Transit Consolidation will, in fact, impact their interests. They will need to have a say in the process, as will the Executive Director of the FCRTA, among others. Perhaps John Downs said it best, “...if specific tasks and outcomes were to be identified (at the outset), support for the process would almost certainly dry up.” Thus, for the purposes of the present document, there is a sensitive balance between being sufficiently detailed in order to demonstrate that the framework includes those elements that are inherent to building a successful business model, yet **NOT** too restrictive as to suggest a lack of openness and flexibility...especially during the early stages of **CONSENSUS BUILDING** among stakeholders, some with competing agendas.

- The Exploratory Committee will be chaired by the Executive Director of Fresno COG, Tony Boren.
- The Committee will meet on a regular basis (e.g., monthly); these meeting will be facilitated by Dr. G. Gary Manross, Chairman/CEO of Strategy Research Institute (similar to the process employed with the Measure C Steering Committee).
- Each of the agencies that choose to participate in the Exploratory phase will provide technical expertise in order to address a host of issues involving BOTH the logistics and certain politically charged issues inherent to transit consolidation.

The first step for the Exploratory Committee will be to put “on record” the expectations of the specific public transit agencies that will be working toward transit consolidation in Fresno County; then, identify the specific issues that have to be addressed in order to meet or at least address these expectations. Some of these are listed above (see Section 5.0, Greatest Challenges to be Overcome); however, there are others. Some will require legal opinions to be rendered, others will involve State and perhaps Federal legislative mandates; the greatest and most difficult issues, however, will involve such politically sensitive (yet practical) matters as voting rights of member agencies, mechanisms for establishing secure funding for the new regional transit agency and protecting the “interests” of every stakeholder (many with competing agendas), how to begin addressing the matter of blending union with non-union shops, even what to NAME the new regional transit agency, among others.

Deliverables for Phase I:

This effort will conclude with a conceptual **Model for Transit Consolidation** in Fresno County, which will be included in a comprehensive report in which the key issues inherent to Transit Consolidation are identified and discussed in appropriate detail. As noted above, it will conclude with a **‘Go, No-Go’ decision**; and, assuming the decision is ‘Go’...it will include recommendations for moving into the next phase of the effort.

Following is a list of some, but NOT nearly all, of the key elements that will be addressed by the Exploratory Committee:

- ☒ Craft a **“Vision Statement”** for Public Transportation Consolidation in Fresno County.
- ☒ Determine the most appropriate **organization structure** (e.g., JPA) under which regional public transit and public transportation can operate.
- ☒ Create a tentative **NAME** for the new organization
- ☒ Think through the **Governance Structure** that will oversee the new entity that will be created for Transportation Consolidation in Fresno County.
- ☒ I.D. the funding mechanism(s) (revenue streams) for making the new entity operational.

- ☑ Outline and speak to the key elements that will have to be addressed in appropriate detail BEFORE such an organization can be made operational; for example:
 - confirming available revenue streams
 - developing budget parameters
 - addressing the matter of union vs. non-union shop
 - existing and new technology inherent to operating a regional public transportation/public transit system

One of the recommendations will be for Fresno COG to publish an RFP (request for proposals) from firms that specialize in transportation planning, engineering, program development, and construction management (e.g., DKS Associates, Parsons Brinckerhoff, among others). Once retained, this firm will work with SRI, under the direction of Fresno COG, moving through each subsequent phase until Public Transportation Consolidation in Fresno County has been realized.

Time Table for Completion:

While a firm time line is not possible at this early stage, we would anticipate having a formal report from the Exploratory Committee by year-end (2009). The report will be written by the facilitator and submitted to the Chairman of the Committee, Tony Boren, Executive Director of Fresno COG.

Phase 2: **Create a Formation Committee.**

Phase 2 assumes a **'Go' decision** from the Formation Committee. Phase 2 will be designed to: (i) develop in appropriate detail the elements that were identified and outlined by the Exploratory Committee (verify revenue streams, et al.), then address far more sensitive issues inherent to the political aspects of bringing these agencies together in a single entity, such as a JPA. It will also address the technical and logistical aspects of creating a formal entity for Transportation Consolidation in Fresno County and making it operational.

A new committee will be created; this will be called a **'Formation Committee'**. This committee will be comprised of those who served on the Exploratory Committee, plus at least one elected official from each Agency involved in Transit Consolidation in Fresno County, who want to have a say in this collective effort. Representatives from other facets of the community-at-large may be invited to become members of the Formation Committee, as well; for example, representatives from the Business community, the Ag Industry, the Trucking Industry, Public Education, Organized Labor, the League of Women Voters, and other special interests. The make-up of the Formation Committee will be determined by the Exploratory Committee and will be included as one of the recommendations from this Committee's work.

Deliverables and Time Line for Phase 2:

Until the Exploratory Committee completes its work, it is difficult to outline, with precision, what the outcome of Phase 2 will be and how long it will take to accomplish the tasks assigned to the Formation Committee. That said, there are specific elements that will be the focus of the Formation Committee. These include, but are not nearly limited to, the following...

Create a Business Plan

The primary-goal for this committee will be the creation of the first draft of a viable **Business Plan**. This Plan should be as detailed and comprehensive as possible; yet, it needs to remain fluid in order to be responsive to changes in the circumstances that will inevitably arise as we move through each facet of Transportation Consolidation in Fresno County. At a minimum, the Business Plan will address the following elements:

- ☒ Revisit the “vision” of Transportation Consolidation in Fresno County that was crafted by the Formation Committee to make certain it includes the key elements of concern to 100% of the stakeholders who are represented on the Formation Committee.
- ☒ Confirm, and perhaps adjust, the Governance Structure that will oversee the new entity that will be created for Public Transportation Consolidation in Fresno County.
- ☒ Confirm the funding mechanism(s) (revenue streams) for making the new entity operational.
- ☒ Develop specific and comprehensive budget parameters.
- ☒ Identify a tentative ‘start date’ for bringing the new regional public transportation entity on line.

The challenges inherent to Phase 2 are many and complex. Nonetheless, the structure of a viable Business Plan should be realized within one year; and a draft plan produced. Such a draft should be forthcoming by the end of calendar year 2010. Here again, SRI will facilitate these meetings; we will also work closely with the committee and whatever engineering firm is brought on board to prepare a final report in which the framework for a Business Plan will be brought forward.

Phase 3: Take the Business Plan ‘on the road’: Share the Vision and the Business Plan with the community-at-large.

Before finalizing the **Business Plan** for Transit Consolidation in Fresno County, it will be necessary to take it “on the road”; in the process, invite comment from those individuals, entities, and organizations who perceive themselves as being stakeholders.⁷ This phase will be designed to secure input and “buy-in” from community groups, civic groups, special interest groups, and other groups and organizations in the public and private sectors that see themselves as stakeholders, including the community-at-large.

Deliverables and Time Line for Phase 3:

Here again, at this early stage in the process, it would be irresponsible to attempt to establish a definitive time line for completing Phase 3; however, a reasonable goal is to allow up to one year for completing all the necessary public presentations needed for establishing CONSENSUS among stakeholders, making whatever alterations to the model and/or Business Plan that may result from the input that will be secured through these outreach efforts, and moving on to Phase 4.

Phase 4: Implementation.

The implementation phase is designed to address the operational elements of creating a new RTD (Regional Transit District). These include, but are not limited to, such elements as:

- Staffing
- Facilities
- Service structure finalized; e.g., establishing routes, finalize decisions regarding existing a new technology, vehicle maintenance, etc. etc. etc.
- Branding and Public Outreach (fleet identified)

Assuming the Business Plan has been adopted and there is buy-in from most, if not all, stakeholders, IMPLEMENTATION should be accomplished within one year.

Phase 5: Open the doors as a new RTD.

Thus, if a concerted effort is brought forward from the outset, it should be possible for a new RTD (Regional Transit District) to be operational within three years.

⁷ Of course, at this point we will have benefit of those stakeholders who are members of the Formation Committee. This will minimize the amount of time needed for securing input and comment from additional stakeholders who want to have their input factored into the process of creating Public Transit Consolidation in Fresno County.

Section 7.0

Summary Conclusion

The objective and expectation for this effort is to have one regional public transit agency providing seamless public transportation throughout all of Fresno County, wherein people can traverse (navigate) from any point in the County to any destination in the County with minimal inconvenience and at a reasonable cost.

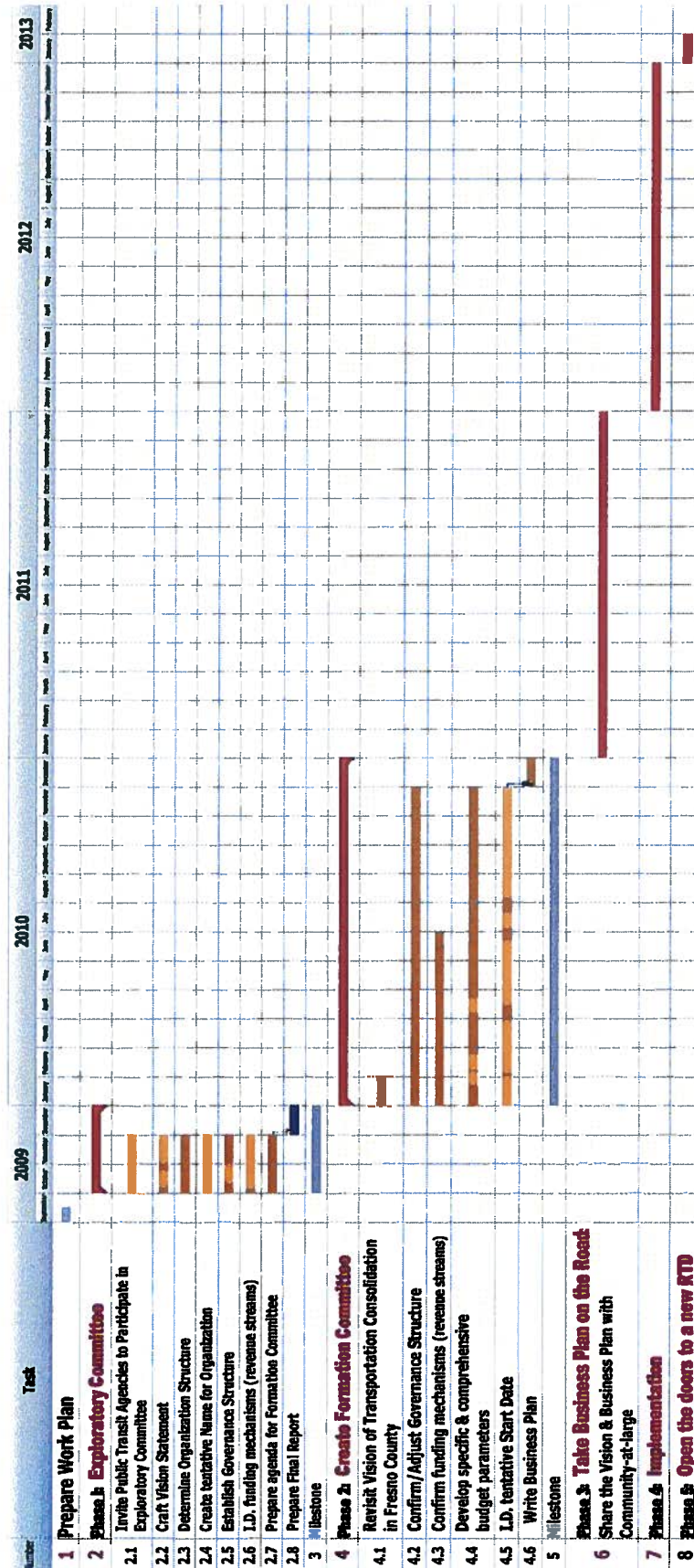
Beyond providing seamless transportation, the intent is to minimize and/or eliminate the duplication of services among agencies; thus, maximizing the ROI (*return on investment*) of tax dollars earmarked for public transportation. And, as stated earlier, creating a regional transit system is a center piece of the **Blue Print** effort...which is being designed to enhance mass transit throughout the Central Valley and beyond.

Even assuming the City of Clovis does NOT join the effort prior to Phase 4 (Implementation), it is possible that Clovis would become a member of the JPA, in time. While it would, by definition, be more difficult (and perhaps more costly for the City of Clovis) to become a member once the entity is formed and operational, it's not be impossible. Given a successful RTD, the outlook for every public transit agency in the County becoming part of the new RTD is promising.



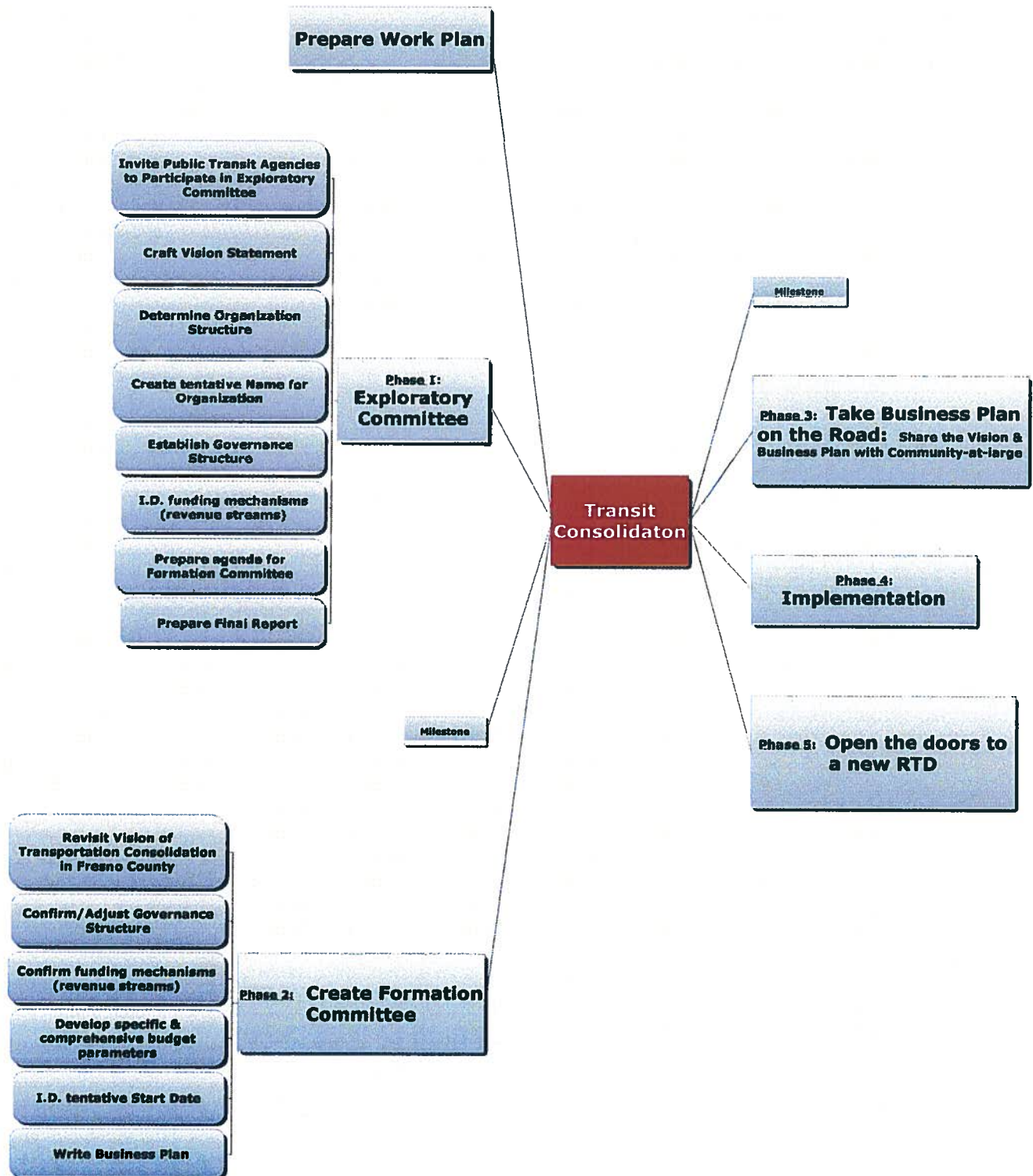
Addendum 'A'

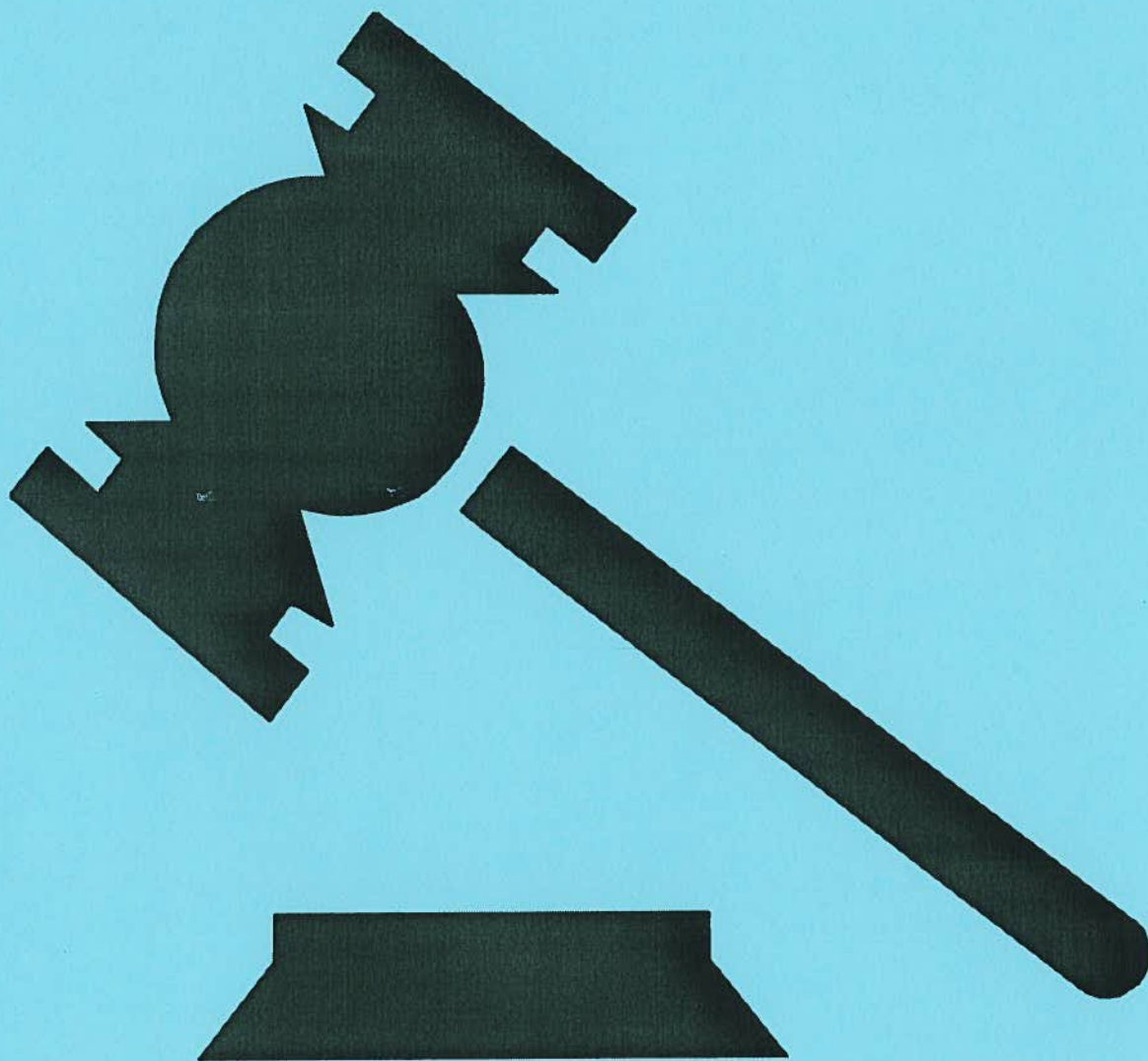
Transit Consolidation in Fresno County (Gantt Chart)



Addendum B

Mind Map of Transit Consolidation Work Plan





***ADMINISTRATIVE
ACTION/DISCUSSION ITEMS
AGENDA ITEM VI. B.***



INTERNATIONAL
ASSOCIATION OF
AGRICULTURAL LIBRARIANS
AND DOCUMENTALISTS

The enclosed table shows all changes to the approved budget resulting from this amendment. [BESHEARS]

After an expressed opportunity for public comment, a motion was made by Mayor Rhodes (Reedley) and seconded by Mayor Flores (Clovis) to approve the 2002-03 OWP and Budget Amendment #2 as presented. A vote was called for and the motion carried.

B. Declaration of Surplus Equipment

COG Policy requires the Executive Director to submit a list to the COG Policy Board of any property that is to be declared surplus. Because our 2002-2003 OWP includes an upgrade of our conference room equipment, there are a number of items to declare as surplus and offered to our member agencies as first eligible bidders. We have also inventoried the entire office to identify other items that should be declared surplus in order to conserve space. A memo and list was available as a handout to the PAC and is included in this agenda package. [GOODWIN/BESHEARS]

Attention was called to a letter from the Local Agency Formation Commission (LAFCO) requesting permission from the Board to participate in the first phase of bidding along with member agencies.

After an expressed opportunity for public comment, a motion was made by Mayor Simonian (Fowler) and seconded by Mayor Lopez (Orange Cove) to approve the declaration of surplus property and to allow LAFCO to bid in the first phase of bidding. A vote was called for and the motion carried.

C. Draft Memorandum of Understanding Between the Fresno COG and the Big Sandy Rancheria

Attention was called to the Draft Memorandum of Understanding (MOU) between the Fresno COG and the Big Sandy Rancheria to formalize consultation and coordination procedures between the two parties. This is in response to a letter sent by Wilbur Beecher, Tribal Chairman of the Big Sandy Rancheria, dated March 25, 2002, which includes, among other things, a request from the Tribe for the consultation and coordination. The letter was included in the agenda package along with the discussion item regarding the Big Sandy Rancheria's request for Policy Board membership.

As one of three federally recognized tribes located within Fresno County, the Big Sandy Rancheria is considered by the federal government to be a "separate and independent political community within the territorial boundaries of the United States with sovereign powers over its members and territory". The other two federally recognized tribes in the county are Table Mountain and Cold Springs Rancherias. Federal and state governments, through presidential executive orders, transportation authorization acts, state and federal agency guidelines and orders, have directed all agencies receiving federal funds to establish government-to-government relationships with tribes and to establish regular and meaningful consultation and collaboration with them on matters that significantly or uniquely affect their communities. Included in your agenda package was a bullet listing of the main federal and state orders and guidelines that establish the directives mentioned above. As a federally recognized tribe, the Big Sandy Rancheria is entitled to a government-to-government working relationship with the Fresno COG. Although an MOU is not required of the COG to satisfy the federal and state directives, staff and representatives of the Tribe agree that the MOU represents a good faith effort by both parties to establish and maintain the government-to-government relationship, consistent with federal and state guidelines. Included in your agenda package was an informational sheet from Caltrans regarding guidelines to be used in establishing government-to-government consultation with Tribes as well as public involvement procedures to be followed. Staff used this guidance to help shape the MOU.

The main objectives of the Draft MOU are to 1) establish and maintain the government-to-government relationship between the Tribe and the Fresno COG; 2) establish clear and open, ongoing communication between the Tribe and the Fresno COG; 3) ensure that Fresno COG's policy and program recommendations, actions, and information having potential effects on the tribe's land or resources are routinely transmitted to the Tribe in a timely manner. In addition to Fresno COG's MOU efforts with Big Sandy Rancheria, Caltrans and County of Fresno staffs are also developing MOUs with the tribe to establish formal consultation procedures.

Also included in the agenda package for this item was a flowchart with supplemental information pages, created by COG staff for the purpose of explaining to the Tribe, the Fresno COG's Regional Transportation Plan development process and to show the Tribe where they may appropriately participate in this planning process.

At both the TTC and PAC meetings, the committees recommended approval of the Draft MOU.

At the Policy Board meeting, representatives from Cold Springs Rancheria, Lonnie Bill, Tribal Chairman and Carol Bill, Tribal Vice Chairman were present. They wished to express to the Policy Board the need for all three Rancherias to be considered as separate and unique tribes with individual needs and concerns and should not be combined for any considerations regarding the MOU or the request by Big Sandy Rancheria for Policy Board membership. In addition, the tribal members wanted to clarify that tribes are not always exempt from paying property taxes and that many of the members on Cold Springs Rancheria own their own land that is not Indian Trust Land and therefore, is subject to property taxes.

Ramona Ayala, consultant for the Big Sandy Rancheria, expressed her appreciation for COG staff member, Jennifer Dansby, for her assistance to the tribe. Ms. Ayala emphasized that federal mandates are in place to provide for the government-to-government type relationship that is outlined in the MOU.

After an expressed opportunity for public comment, a motion was made by Mayor Simonian (Fowler) and seconded by Mayor Lopez (Orange Cove) to approve the Draft Memorandum of Understanding between the Fresno COG and the Big Sandy Rancheria. A vote was called for and the motion carried. The Big Sandy Rancheria's Tribal Council also approved the Draft MOU at their July 10 council meeting.

D. Request by Big Sandy Rancheria to Become Part of the Fresno COG Policy Board

Attention was called to a March 25, 2002 letter from Mr. Wilbur Beecher, Tribal Chairman of the Big Sandy Rancheria. In this letter, the Tribal Chairman requests of the Fresno COG the following three items:

1. The inclusion of tribal projects in the Regional Transportation Plan.
2. The development of consultation and coordination procedures with Big Sandy Rancheria.
3. To become an official member of the Policy Board

This past April, staff brought a discussion item to the Transportation Technical Committee (TTC) and the Policy Advisory Committee (PAC) regarding this letter, specifically, the request for Policy Board membership. The item was heard by the TTC and after further discussion, the committee decided to move the item forward to PAC without a recommendation because the members felt the issue is a policy decision rather than a transportation issue. The item was then heard and discussed at the PAC meeting. After further discussion, the Fresno County PAC representative said he would take this membership request to a County Board of Supervisors meeting to obtain their position on this issue since the population of Big Sandy resides in the unincorporated area of Fresno County and it would be Fresno County's representation percentage

on the Policy Board that would need to be amended to reflect the addition of the Big Sandy. It was decided by PAC to pull this item from the Policy Board agenda until the County's position on this issue is available.

The County Board of Supervisors heard this item at their June 18th meeting. The supervisors discussed the request by the Big Sandy Rancheria for Policy Board membership and encouraged the COG to consult with the Tribe on COG's transportation plans and programs and also recommended to the Tribe that they send a representative to participate in COG's TTC committee if the Policy Board membership was not approved. However, the Board referred the request for Policy Board membership back to the COG with no recommendation as they felt the COG is the appropriate arena for this request.

To recap the information provided to the TTC and the PAC back in April on this issue, the Big Sandy Rancheria is one of three federally recognized tribal governments located within Fresno County. The other two are the Table Mountain Rancheria (resident population: 11) and the Cold Springs Rancheria (resident population: 193). The Big Sandy Rancheria is located on approximately 305 acres about one mile east of the town of Auberry. According to 2000 Census data, they have a resident population of 98 persons, however, they have a tribal enrollment of 333 persons. The Mono Wind Casino is located on the Rancheria. Included in your package was a one-page summary of the history and background of the Big Sandy Rancheria.

The federally recognized tribes in the United States currently obtain the majority of their transportation funding dollars from the Indian Reservation Roads Program, which is managed by the Bureau of Indian Affairs' Department of Transportation. According to a 1999 California Transportation Commission report, the funding available to tribes in California has been substantially inadequate in meeting tribal transportation needs. Included in your package was an excerpt from the California Department of Transportation's Transportation Guide for Native Americans describing the current funding for tribal governments.

Another potential funding source for tribal related transportation projects is the Indian Gaming Special Distribution Fund. A memo received by staff from Caltrans explains this funding mechanism in detail and was included in your package. This fund was created as a way to mitigate the effects of Indian Gaming on tribal communities and the State. The funds from the Indian Gaming Special Distribution Fund will be appropriated by the legislature as grant payments to be used for, among other things, local government agencies, including any administrative costs, impacted by tribal gaming. This can include grants for road repairs/improvements, runoff, wastewater treatment, environmental work, or other capital projects with a direct connection to gambling activity. Gaming tribes are to begin making quarterly payments to the fund sometime this summer or fall. An estimated \$30 to \$80 million dollars may be deposited in the fund this year.

At the PAC meeting in April, the question was raised whether or not the tribes pay state sales and property taxes. According to the Board of Equalization, Indian Nations are exempt from these taxes on the reservation, however, generally, sales and gasoline taxes are paid off the reservation. Big Sandy Rancheria representatives have indicated that there are pockets of land on the Rancheria that are not held in Indian Trust and are therefore, subject to property taxes.

With regards to the letter of request by Mr. Wilbur Beecher, staff is responding to all three requests noted in the letter. COG staff is currently reviewing request #1 by the Big Sandy Rancheria to include tribal transportation projects into the Regional Transportation Plan (RTP). The RTP includes planned projects to be located on "regionally significant" roads in Fresno County. The criteria used to establish the regionally significant road system includes factors such as functional classification, service to regional facilities, connection of regional facilities, and amount of current and projected use. From initial review of the projects listed in the Big Sandy's Tribal Transportation Plan, staff found that under the current criteria for the RTP, the transportation projects included in the Big Sandy's Transportation Plan are not located on

"regionally significant" roads, and therefore, may not be eligible for inclusion in the RTP. Staff will need to review this request further. Staff has also created a Draft Memorandum of Understanding outlining formal consultation and coordination procedures with the Big Sandy to address request #2 in the letter.

Regarding request #3 for the Big Sandy to become an official member of the Policy Board, staff sought the opinion of legal counsel on this issue. The resulting legal opinion was distributed to PAC and Policy Board members. Although, the state and federal guidelines do require that the COG, as the Regional Transportation Planning Agency and the Metropolitan Planning Organization for Fresno County, consult with and consider the interests of the Indian tribal governments in development of transportation plans and programs, there is no requirement of the COG to allow the Big Sandy Rancheria to sit on the Policy Board in any capacity. The Fresno COG operates as a Joint Powers Agency (JPA) under a Joint Powers Agreement (JPA) between the County of Fresno and the 15 incorporated cities within Fresno County. The rules regarding the JPA are found under the Joint Exercise of Powers Act in the Government Code. These rules stipulate that two or more public agencies may enter into a JPA, however, an Indian tribe, federally recognized or not, is not considered a public agency under the Government Code. In the absence of special legislation, an Indian tribe may not be a party to a JPA and, therefore, cannot sit in the same capacity as the current members do on the Policy Board. Currently, there is special legislation, due to unique circumstances, allowing the government body of one Indian tribe membership on the Humboldt County Association of Governments. The Fresno COG JPA does allow for the addition of "cooperating members" which entitles the member to attend all meetings but is not entitled to vote or participate in debate. Currently, the COG has no cooperating members in the JPA.

The following are some of the options available to the Policy Board regarding membership of Big Sandy on the Policy Board:

1. Allow or deny membership on the Board.
2. Allow membership on other Fresno COG's committees, such as the TTC.
3. Allow Big Sandy "cooperating member" status on the Board.

Regardless of the decision that comes out of this request, Fresno COG staff is committed to maintaining a positive government-to-government working relationship with the Big Sandy Rancheria and all tribes (federally recognized or not) located within Fresno County.

At the TTC meeting, the committee discussed this item and recommended that the item move forward to the PAC for their consideration. Along with the motion to move the item forward was a recommendation that the Fresno COG extend a formal invitation to the Big Sandy Rancheria to participate in the TTC committee.

This item was discussed at the PAC meeting for over an hour. Tribal Chairman Wilbur Beecher attended the meeting, along with his tribal consultant, Ramona Ayala. Since the tribe is requesting a government-to government type relationship with the Fresno COG, Barbara Goodwin, COG Executive Director, discussed the following two methods by which we now have government-to-government relations with various agencies:

1) **Board Level:** We have a government-to-government relationship with the State (Caltrans) as a participant of our Transportation Policy Committee. At the beginning of each COG Board meeting, we meet as the Transportation Policy Committee, which includes all 16 COG member agencies and Caltrans as the 17th member. Caltrans has a vote at this level, and participates in debate. This Committee exists because of a Memorandum of Understanding with Caltrans recognizing that they have transportation issues of both statewide and local importance when dealing with the Fresno COG. However the Transportation Policy Committee is technically advisory to the Council of Governments and has no power to implement its actions. This is why later in the agenda the Board reconvenes as the COG Policy Board and reaffirms all actions taken while sitting as the Transportation Policy Committee.

While sitting as the Transportation Policy Committee, there are 17 voting members, each with one vote, with no actual weighting. However, it has long been staff policy to run and report the weighted vote at the same time to ensure there is no internal conflict with vote results when the Policy Board reconvenes. An example of conflict would be if we had a 9 yes 8 no vote, with Caltrans as the ninth vote. Under the weighted test, without Caltrans' vote, the measure would not pass. If staff did not report this at the Transportation Policy Committee, it might be deemed to have passed and simply be reaffirmed later if a member or staff did not highlight the internal conflict with our voting system. To ensure the integrity of COG's dual weighted voting system and not mislead the Policy Board members on any item, staff will always run the voting test.

2) **Committee Level:** We also have government-to-government type relationships with other State or local Boards at our Transportation Technical Committee (TTC). Examples are the Air District, California Highway Patrol, Fresno-Madera Area on Aging, and the Fresno County Transportation Authority. They have definite interests in our local transportation planning and programming efforts, but provide their input at TTC. This committee is quite often the origination of many recommendations that come before the Policy Board.

The PAC generally agreed with the TTC recommendation that a formal invitation should be extended to the Big Sandy Rancheria, as well as the other two federally recognized tribes in the county, to join the TTC committee as members. A letter to this effect was drafted for Policy Board consideration.

After further discussion, the PAC made the following recommendations:

Deny membership at the Board level, and direct COG staff to explore either cooperative membership as provided for in the current JPA, or as a member of the Transportation Policy Committee through an MOU as exists with Caltrans. The motion included that a single membership would be extended to all three tribes [*resident population total approximately 300*], and for them to collectively choose a representative. Staff is to explore these options directly with the Rancherias and bring back a recommendation at a future date. This membership would include a seat at both the Policy Advisory Committee and Transportation Technical Committee as well.

The motion at PAC passed with an 8 yes, 3 no vote. (Yes: Clovis, Firebaugh, Fowler, Fresno, Huron, Kerman, Kingsburg, Fresno County – No: Reedley, Selma, Caltrans – Absent: Coalinga, Mendota, Orange Cove, Parlier, Sanger, San Joaquin). Tribal Chairman Wilbur Beecher expressed his opposition to the recommendation, mentioning that each tribe had different needs and a collective vote was not acceptable to the Big Sandy Rancheria to participate in the COG at any level, no matter the outcome of the Board.

The item was then taken to the Policy Board for consideration. At that meeting, Councilmember Ronquillo (Fresno) expressed that based on the legal opinion, the Big Sandy Rancheria, absent special legislation, cannot be a party to the COG's Joint Power's Agreement and sit on the Policy Board in the same capacity as the other members do, but he feels this is a good opportunity for the tribe to find out legally what opportunities are available for funding their transportation needs. He questioned staff as to what actual funding would be available for the tribe if they were to obtain a seat on the Policy Board. Staff indicated they would look into this question and prepare a summary of the funding that would be available to the tribe if they were to obtain Policy Board membership.

Mayor Rhodes (Reedley) expressed his wish to bring the item back to the Board at a future meeting so that members would have an opportunity to consider this request further.

Mayor Wright (Kingsburg) expressed that he would like to see Big Sandy Rancheria become involved at the Transportation Technical Committee (TTC) level first, before granting Board membership.

Ms. Ayala, the tribal consultant, expressed concern that the potential funding available to local governments in the Indian Gaming Special Distribution Fund, which was discussed in a previous paragraph, may be used for transportation projects other than tribal projects and the tribes need help in getting their projects completed. Alan McCuen, Caltrans staff, explained that the details regarding the handling and distribution of this fund are presently being worked out on a statewide basis.

Ms. Ayala further commented on the legal opinion prepared by County Counsel stating that in the description of a public agency found in the government code, the description begins with the words, "including, but not limited to" and goes on to list various entities that can enter into a Joint Powers Agreement. Indian Tribes are not included in this list. Ms. Ayala believes the "including, but not limited to" could be interpreted to allow for inclusion of tribal governments in the description of agencies that could jointly enter into a JPA. She explained that this legal interpretation is being explored statewide. She also indicated that a Senate Bill is being initiated to allow for the Big Sandy Rancheria to enter into the Fresno COG's JPA as was done in Humboldt County for the Hoopa Valley Tribe. Both Ms. Ayala and Tribal Chairman Beecher further emphasized their primary concern is to provide for the Big Sandy Rancheria's people and not just for the "dollars and cents" associated with Policy Board membership.

After an expressed opportunity for further public comment, a motion was made by Mayor Flores (Clovis) and seconded by Mayor Simonian (Fowler) to deny membership at the Board level, offer participation at the Transportation Technical Committee level (TTC), and revisit the request for Policy Board membership in one year. A vote was called for and the motion failed because there were only eight yes votes (a majority requires nine). There were three no votes from Firebaugh, Huron and Orange Cove.

This discussion item will be brought back to the Policy Board meeting in September for reconsideration.

VII. OTHER BUSINESS

A. Items from Staff

Barbara Goodwin, Executive Director reminded the Board there will not be an August meeting.

There were no additional items from staff.

B. Items from Members

There were no additional items from members.

Adjournment

There being no further business, the meeting was adjourned.

Respectfully Submitted,

BARBARA GOODWIN, Executive Director
Council of Fresno County Governments

BG/dw



INTEROFFICE MEMO

PHILLIP S. CRONIN, COUNTY COUNSEL
489-3479

CONFIDENTIAL ATTORNEY CLIENT COMMUNICATION NOT TO BE RELEASED WITHOUT AUTHORIZATION

TO: Members, Council of Fresno County Governments
FROM: Janelle E. Kelley, Senior Deputy County Counsel *JEK*
DATE: April 19, 2002
RE: Legal Issues Arising Out of Big Sandy's Request For Membership on Council of Fresno County Governments

At the Council of Fresno County Governments (COFCG) April 25, 2002 Board meeting, your Board will be considering Big Sandy Rancheria's request to become a member of COFCG. This memo reviews the joint powers agreement that created the COFCG and the membership options available to a sovereign nation, such as an Indian Tribe.

I. *The 1976 JPA Creating COFCG.*

Under the Joint Exercise of Powers Act, two or more public agencies¹ may enter into an agreement to exercise jointly any power common to them. (Gov. Code section 6502.) The JPA may create a public agency, separate and independent from the parties to the agreement, known as a joint powers agency. (Gov. Code section 6503.5.)

The County of Fresno and the Cities of Fresno, Clovis, Coalinga, Firebaugh, Fowler, Kerman, Kingsburg, Mendota, Orange Cove, Parlier, Reedley, Huron, Sanger, San Joaquin, and Selma, entered into a joint powers agreement dated March 25, 1976 (hereinafter "the JPA"), a copy of which is attached for your reference. The JPA creates the COFCG as a joint powers agency. The JPA designates those public agencies that signed the JPA as the members of COFCG (hereinafter "the member agencies").

Any amendment to the JPA would have to be voted on by the governing bodies of the member agencies. (JPA, section 4.2.) An amendment must garner approval by no less than one-half

¹ "Public agency" is defined as including, but not limited to, "the federal government or any federal department or agency, this state, another state or any state department or agency, a county, county board of education, county superintendent of schools, city, public corporation, public district, or regional transportation commission of this state or another state." (Gov. Code section 6500.)

of the member agencies which in the aggregate represent no less than 40% of the population of the member agencies. (JPA, section 4.2.)

II. ***Membership of Sovereign Nation on COFCG.***

The JPA provides for two types of COFCG membership: general member and cooperating member.

A. **General Member.**

Generally, the members of a joint powers agency are those entities that are signatories to the joint powers agreement. Currently, the JPA provides that those entities that executed the JPA (the County of Fresno and the 15 cities) are COFCG members. Additionally, "any city not now a member and any other city which may be hereafter incorporated within the boundaries of the County of Fresno, may become a member of the Council of Fresno County Governments by executing" the JPA.

In the absence of special legislation, an Indian tribe may not be a party to a joint powers agreement and, therefore, cannot be a general member of the COFCG.² Currently, there is special legislation allowing the governing body of one Indian tribe membership on the Humboldt County Association of Government. (See Gov. Code section 65101.1.) However, this special legislation specifically states that "[t]he Legislature finds and declares that the unique circumstances of Humboldt County necessitate this special law." (Gov. Code section 65101.1.) It is not clear what unique circumstances would be sufficient to necessitate such special law and whether COFCG could articulate such unique circumstances to support legislation to allow Big Sandy membership on COFCG.

B. **Cooperating Member.**

The JPA provides that, subject to the approval of the COFCG, any governmental entity³, public agency or nonprofit organization⁴ may elect to join the COFCG as a cooperating member. A cooperating member is entitled to attend all meetings of the COFCG, but a cooperating member is not entitled to vote or participate in debate. (JPA, section 1.5.) From this, it appears the cooperating member has no more authority than a member of the general public. It is questionable whether a cooperating member could even sit at the table with your Board members during a COFCG meeting, as a cooperating member is not allowed to participate in debate and facial expressions, gestures and utterances from a cooperating member become

² As indicated previously, the Joint Exercise of Powers Act provides that only "public agencies" can enter into a JPA. A sovereign nation is not a "public agency" defined in the Joint Exercise of Powers Act.

³ Any incorporated city within the boundaries of the County of Fresno may become a member of the COFCG by executing the JPA without prior approval or ratification of the other members of the JPA.

⁴ In addition to the questionable efficacy of the cooperating member status, it is questionable whether a nonprofit organization may be a cooperating member of COFCG. A 1998 Attorney General Opinion reviewed the Act and determined that a nonprofit corporation is not a "public agency", as defined by the Act, and therefore cannot be a member of a joint powers agency.

part of the debate when the cooperating member is in such close proximity to the other members.

The JPA appears to extend one courtesy to a cooperating member that it does not extend to members of the public. A cooperating member is entitled to receive data, studies, planning documents, special services, technical assistance, and other written materials and services of the COFCG, subject to policies adopted by the COFCG. (JPA, section 1.5.) Before approving membership of COFCG for a cooperating member, COFCG should adopt written policies regarding the scope of services and materials that will be made available to a cooperating member.

Although the JPA does not specifically state, it would appear that a cooperating member is not a signatory to the JPA.

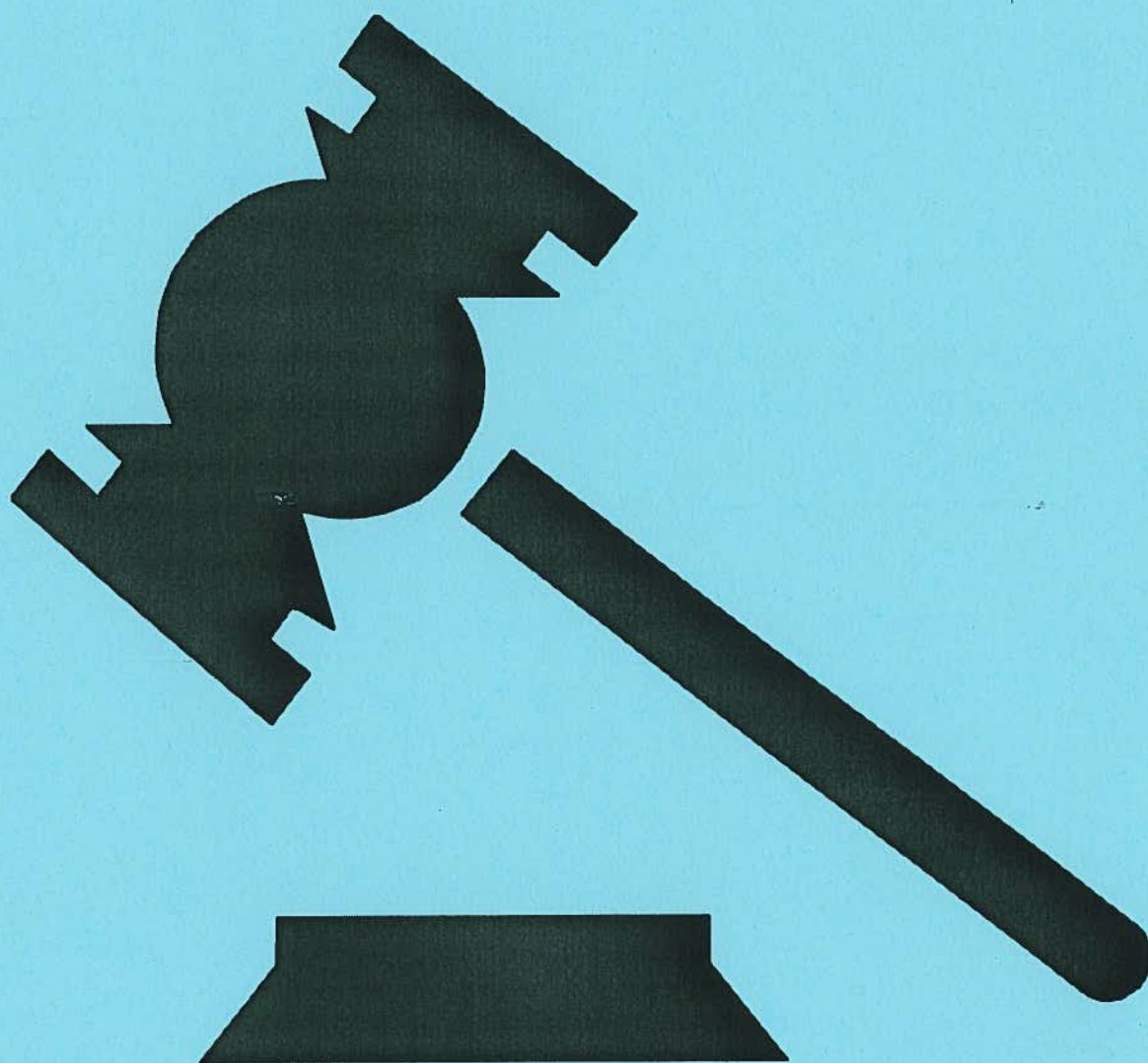
A 1998 Attorney General opinion addressed the question of whether a joint powers agency may be comprised of different classes of members, including "limited" or "associate" members that are not parties to the agreement creating the agency. (81 Ops.Cal.Atty.Gen. 362, 372 (1998).) The Attorney General concluded that the Joint Powers of Exercise Act does not recognize such different classes of membership. An Attorney General opinion is not binding on a court of law. However, an Attorney General opinion is persuasive authority often cited in court opinions. Here, I see no reason why a court of law would not follow the Attorney General's opinion. Based thereon, a court could find that COFCG's cooperating member status is invalid under the Joint Exercise of Powers Act. Such a court determination would not necessarily be harmful to the COFCG, as long as COFCG ensured that no COFCG decision required the participation of the cooperating agency and that no COFCG funds were given to the cooperating agency based on its status as a cooperating agency. Additionally, it would be advisable to amend the JPA to provide a means of terminating membership of a cooperating member.

III. Options Available To Your Board.

In summary, the following are some of the options available to your Board regarding membership of Big Sandy on COFCG:

- (1) Deny membership on COFCG.
- (2) Allow membership on COFCG committees.
- (3) Seek special legislation allowing Big Sandy membership on COFCG.
- (4) Allow Big Sandy "cooperating member" status on COFCG. I would advise this be done via an MOU that clearly specifies the parameters of their "membership".

cc: Barbara Goodwin, Executive Director, COFCG



***ADMINISTRATIVE
ACTION/DISCUSSION ITEMS
AGENDA ITEM VI. C.***



2035 Tulare Street, Suite 201
Fresno, California 93721

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

September 21, 2009

DRAFT
NOTICE
Call for Projects
Council of Fresno County Governments 2010 “One Voice”

Dear Interested Stakeholders,

Over the past several years, the Fresno COG has embarked upon an annual “One Voice” lobbying visit to Washington D.C. The purpose of the trip is to seek federal funding for projects of regional significance within Fresno County. To this end, a contingent of elected officials, public administrators and regional stakeholders from the public and private sectors travel to Washington D.C. for a week long visit. The goal of this “One Voice” delegation is to meet with our congressional and federal departmental representatives and advocate for the projects that have been identified and prioritized through a COG selection process. We also address policy issues and may seek regulatory reform. Ideally, the trip results in the Fresno region garnering federal earmarked funds that it might not receive otherwise. To date, we have been successful in acquiring over \$13 million toward funding the projects that the “One Voice” delegation has promoted.

Our representatives in Washington have welcomed our efforts and have responded positively. We have been encouraged to continue the effort, as our presence helps our representatives to prioritize and shepherd much needed regional projects through the federal budget process. With that encouragement in mind, we are in the midst of launching our 8th annual “One Voice” endeavor. The trip is planned for February 6-11, 2010.

With input from our Washington, D.C. lobbyist, a task force, comprised of participants from earlier “One Voice” trips, has developed project selection criteria. These criteria require that:

- Projects be of regional significance – advancing the goals of the region
- Projects be limited to transportation and infrastructure (*physical infrastructure/capital improvements*) or be social/economic initiatives that have regional impact
- Regional projects be limited in number and in dollar amount requested.
(*Local projects can be submitted separately and will be presented according to a predetermined format*)
- Priority may be given to those projects on the 2009 “One Voice” list that meet the criteria and that have received partial funding. (These projects must be resubmitted by the project proponent.)
- Projects should be shelf ready
- Project proponent(s) must be part of “One Voice” delegation back to Washington D.C.

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

- Projects should be collaborative in nature (i.e. more than one agency involved)
- Projects should cover a large service area, have potential to have a meaningful impact on the region, have support of decision makers, have quality leadership, fall within the community agenda and meet a "highest and best use" standard

We are now ready to solicit projects for the 2010 trip. This letter is intended to serve as a call for projects. The process entails COG's contacting a large number of public agencies and regional stakeholders, allowing them 3 weeks to determine if they have regionally significant projects they would like to submit, convening the task force to select and prioritize projects and gaining COG Policy Board approval of the priority project list. These efforts will culminate with the "One Voice" trip to Washington D.C in February.

Enclosed is a Project Application form that you will need if you have a project you would like to see considered for the regional priority list. This package is also available on our website at www.fresnocog.org.

The deadline for submittal of project application forms is 5:00 PM on Friday, October 9, 2009.

Forms should be submitted to:

Council of Fresno County Governments
2035 Tulare Street, Suite 201
Fresno, CA 93721
Attention: Barbara Steck

Thanks in advance for your interest in this important process. If you should have any questions regarding "One Voice", please feel free to contact me or Barbara Steck at 559-233-4148.

Sincerely,



TONY BOREN, Executive Director
Council of Fresno County Governments

Enclosures: Application
Sample project format
Simon & Company Recommendations
Appropriations Accounts

2010 "One Voice" ~ Project Application

Please answer the questions below in as much as detail as possible.

Organization making request: _____

Division: _____

Address: _____

Contact person(s) in organization _____

Phone number(s): _____

Email: _____

Project Name: _____

Project location: _____

Amount being requested (please include future years, if applicable; e.g.: "\$50,000 for FY 2005, \$250,000/3 years"; "\$100,000 for FY 1999; ongoing program"):

Prior federal funding history (e.g.: "\$0 in FY 1998; \$100,000 in FY 1997, last year authorized"):

Did you make a similar request last year for FY 2010, through 2009 "One Voice" or on your own (if yes, please note project name and amount) _____

Sources and amounts of matching funds (state, county and local contributions): _____

Possible funding sources: _____

Please identify the Congressional and Senate district(s) in which the project lies: _____

Current status of project for which request is made: _____

Individual(s) from your organization must participate in the 2010 One Voice trip to Washington, D.C. (please provide names of possible delegates): _____

PLEASE ATTACH AS MANY OF THE FOLLOWING ITEMS AS APPLY TO YOUR PROJECT:

Project Description, including purpose and need _____

Background/Justification for this request (budget projections, reports, brochures, letters of support, etc.) _____

Which representatives, departments, or organizations in Washington, D.C. would be most interested in this project? _____

What other organizations, in California, Washington DC, or nationally, might be expected to support this request? _____

What other organizations, in California, Washington DC, or nationally, might be expected to oppose this request? _____

SAMPLE PROJECT



GOLDEN STATE CORRIDOR PHASED IMPROVEMENTS AT SPECIFIC LOCATIONS

**REQUESTED
FUNDING:
\$2.75 MILLION**

PROJECT GOAL: To facilitate economic development and revitalization along the Golden State Corridor, a regional industrial and commercial corridor that parallels State Route 99 and links the three neighboring cities (Fowler, Selma, and Kingsburg) with the Fresno Metropolitan Area.

The proposed infrastructure improvements will create a positive environment along the Golden State/Freeway 99 Corridor where business may grow and thrive for the benefit of all of the corridor cities and the region as a whole.

PROJECT DESCRIPTION: The Golden State Corridor Economic Development Project will be phased to include segments of the ultimate plan and will include the following:

- Construct roadway and related improvements at specific locations along the master planned corridor to make it safer and more user-friendly for commercial users and local drivers. Improvements will include intersection improvements and traffic signals.
 - Temperance Avenue Intersection w/ Golden State Blvd. (Fowler)
 - Dockery Avenue (Selma)
 - Kamm/Bethel Avenues Intersection (Kingsburg)
- The ultimate plan will create a common vision for the attractive revitalization of the Golden State Corridor that will support job creation, preserve the surrounding agricultural lands, and enhance the environment of this important regional economic corridor.

SPECIFIC

- The Golden State Corridor is an area specifically planned for industrial and commercial development within the contiguous spheres of influence of the cities of Fowler, Selma, and Kingsburg. It is well suited for such use by virtue of its proximity and access to State Route 99 and Union Pacific Railroad, and the continuous linkage of Golden State Boulevard itself. The three cities have made a concerted effort to work together in developing a seamless project. In this proposed phase, each of the cities will construct staged improvements within their jurisdiction which will be part of the overall corridor master plan. These projects are the initial, and most critically needed, elements of the larger corridor enhancement plan.

RECIPIENT:

Council of Fresno County Governments

CONTACT:

Tony Boren, Deputy Director, Council of Fresno County Governments
(559) 233-4148 or email tboren@fresnocog.org



*Photo of Temperance
Avenue Intersection
with Golden State
Boulevard (Fowler)*



*Photo of the
Kamm/Bethel Avenues
Intersection
(Kingsburg)*

SIMON AND COMPANY

INCORPORATED

Intergovernmental Relations and Federal Affairs

1660 L Street, NW • Suite 501 • Washington, D.C. 20036

(202) 659-2229 • Fax (202) 659-5234 • e-mail: len.simon@simoncompany.com

MEMORANDUM

TO: Tony Boren
Marla Day
Barbara Steck

FROM: Len Simon

SUBJECT: 2009 Fresno COG "One Voice": *Observations and Recommendations*

DATE: April 8, 2009

Thank you again for the opportunity to work with the 2009 Fresno COG "One Voice" delegation. As with previous "One Voice" efforts, 2009 was very productive and the caliber of projects, presentations and meetings continue to improve each year. It was also a unique opportunity to have the group in town *the very week* that Congress was wrapping up its historic work on the Recovery Act. Discussions on that subject helped to inform and enrich all of our meetings.

In preparation for next year's "One Voice" meetings in Washington, we wanted to provide recommendations that you may wish to incorporate into the 2010 visit.

2009 "One Voice" Recommendations

1. **Format** - We sought many Obama Administration officials for 2009, but with "One Voice" occurring only 18 days after the inaugural, it was just not practical for them to participate. Our Congressional representatives and Committee staff were, of course, excellent and very informative. We recommend that the "One Voice" effort in 2010 focus at least 50% on White House and Obama administration appointees. One year from now the Administration will be fully staffed and they will have much to say about new initiatives impacting the One Voice participants.

As with past years, the joint congressional briefing worked well and as you will recall, the congressional staff were thoroughly engaged in the discussion of projects, which continued among them subsequent to the "One Voice" visit. However, with two out of the four "One Voice" House members not accepting earmark requests, it is important they we continue to balance our time with them to include important policy issues as well as earmark requests.

Although attendance at our Congressional reception was not what we would have hoped for, we recommend trying that approach one more time. Knowing the distractions which typically occur in a normal Congressional week, we will try a more focused approach in making sure that House and Senate members and staff participate in the reception. We also recommend that *every speaker who participates in "One Voice" throughout the three days be invited to the reception in the evening*. Providing awards to delegation members throughout the day continues to be a good idea. We were pleased that both **Senators Feinstein and Boxer**, who have even more demanding schedules this year, were able to participate. The meetings this year with both senators were excellent and we will work to repeat similar meetings next year.

We also recommend trying to end each day's events around 4:00 p.m., although scheduling with

key members of Congress does require us to extend meeting times beyond that targeted time. We would also be pleased to work with you on arranging group dinners each night if the delegation chooses to have arranged dinners each evening.

2. **Discussion of Policy Issues** – Similar to past years, we will structure the time with members and their staff to allow discussions of both appropriations and policy. We should take advantage of the time with the members of the delegation and congressional committee staff to discuss both appropriations and policy, which very often have a larger impact at the local level.

3. **Materials** – By late this year, there will be a full plate of policy issues on the table impacting the region – transportation reauthorization, climate change and many others. As a group we should be prepared to address each of these and engage on them with Congressional and Administration officials in a detailed way. In addition, COG briefing materials should reflect background and positions on these policy issues as they have in the last several years. The materials that the COG staff provided each member of the delegation and their staffs was quite impressive and we would advise that same general package be used next year. The materials should also include the details of both federal and non-federal funding sources for all projects.

4. **Presentations** – We recommend that the COG provide its “Briefing Book” to congressional staff and others on a CD or flash stick in addition to hard copy so that it is easier for the congressional staff to utilize them in for subsequent purposes.

5. **Grants** – As earmarks decline in number and value (Congressional intent is for this to occur) COG should continue to look for grant opportunities that could be applicable to the “One Voice” funding requests. We believe that grant opportunities will grow under the Obama Administration. Beyond the “One Voice” requests, COG members may find that there are funding opportunities available for a number of projects in their respective jurisdictions for which they may wish to seek funding.

6. **Recovery Act** – By the time of the 2010 “One Voice” most of the funding for the Recovery Act will have been received and implemented. We recommend that COG prepare a “*Special Report: The Region and the Recovery Act*” to show Washington how funds have been effectively utilized.

7. **Future Appropriations**. As with this year, we suggest COG carefully choose projects that are regional in scope, but remain within the \$2 – 3 million request range. We would also urge you to consider only four appropriations projects for the 2010 program.

8. **Transportation Reauthorization** – As you know, the surface transportation reauthorization bill process is now underway. Projects will be submitted in April-May but few suspect the bill will be enacted this year. Thus, during “One Voice” 2010 reauthorization will be a hot topic and COG should be prepared to engage on it.

We hope that you find this information helpful as you begin to think about your future “One Voice” efforts.

Please let us know if you have any questions or if we may be of further assistance. We look forward to talking with you soon.



2100 Tulare Street, Suite 619
Fresno, California 93721-2111

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

September 9, 2009

To: One Voice Participants
From: Marla Day, Executive Assistant
Subject: Intent to Travel – Fresno “One Voice” Trip – February 2010

We are in the process of planning our One Voice Trip to Washington, DC scheduled for February 6-11, 2010. If you have budgeted to participate in this trip, please let us know so we can include you in our count for room reservations. We are currently holding 30 hotel rooms at the Hilton Garden Inn again this year (with 5 spots committed for COG staff and Chair). The cost for hotel accommodations and airline tickets for the 2009 One Voice Trip was approximately \$1,950. We are using that figure as a rough estimate for the 2010 trip (hotel & flight, but not meals).

We will not be making group flight reservations this year due to the fact that the price of plane tickets online are, in most cases, much less expensive if booked individually. We pay extra fees and ticketing charges when booking group flights.

This year we are charging a registration fee of \$200. This fee is being charged up front in lieu of billing each person individually for planned group dinners, receptions, etc. You will still be billed after the trip for your hotel, metro pass and other incidental meal charges. Registration fees apply to each participant (spouses and/or guests must pay if they will be participating in the planned events) and must be paid by January 8, 2010.

Spouses and/or guests must also complete and sign a commitment form.

To register, please make your check payable to the Council of Fresno County Governments and mail to: Fresno COG, Attn: Marla Day, 2035 Tulare Street, Suite 201, Fresno, CA 93721.

Name: _____ Title: _____
Organization: _____ Address: _____
City: _____ State/Zip: _____
Phone: _____ Email: _____
Cell Phone: _____

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

More Information

_____ Yes, I am committed to participate and will pay for the cost of the trip.

_____ No, I am not able to participate this year.

If you answered yes to the any of the above, please respond to these questions.

_____ Yes, I will use group hotel.

_____ No, I will make my all my own arrangements.

Signature

2010 "One Voice" Sponsorship Form

Each sponsor will receive the following:

- Company logo prominently placed on all promotional materials (binders, folders, etc.)
- Inclusion in the COG Outlook Newsletter and recognition on our COGVIEW web page
- List of trip attendees and all "One Voice" related contact information
- Opportunity to address the Fresno COG Policy Board
- Invitation to all local "One Voice" events

The deadline for 2010 sponsorship, in order to be listed on all collateral material, is January 22, 2010. After that date we cannot guarantee that you will be listed in all material, but we will make every effort to include you on all items put together subsequent to that date.

Level of Sponsorship:

☐ Red Level \$1000

☐ White Level \$2000

☐ Blue Level \$3000

Other: (please specify) _____

Please send completed form and check to:

Barbara Steck, Deputy Director
Council of Fresno County Governments
2035 Tulare Street, Suite 201
Fresno, CA 93721

If you have any questions, please call 559-233-4148 Ext. 202 or email Barbara Steck at bjsteck@fresnocog.org.

Organization: _____

Contact Name: _____

City: _____ State: _____ Zip: _____

Address: _____

Phone: _____ Fax: _____

Email: _____

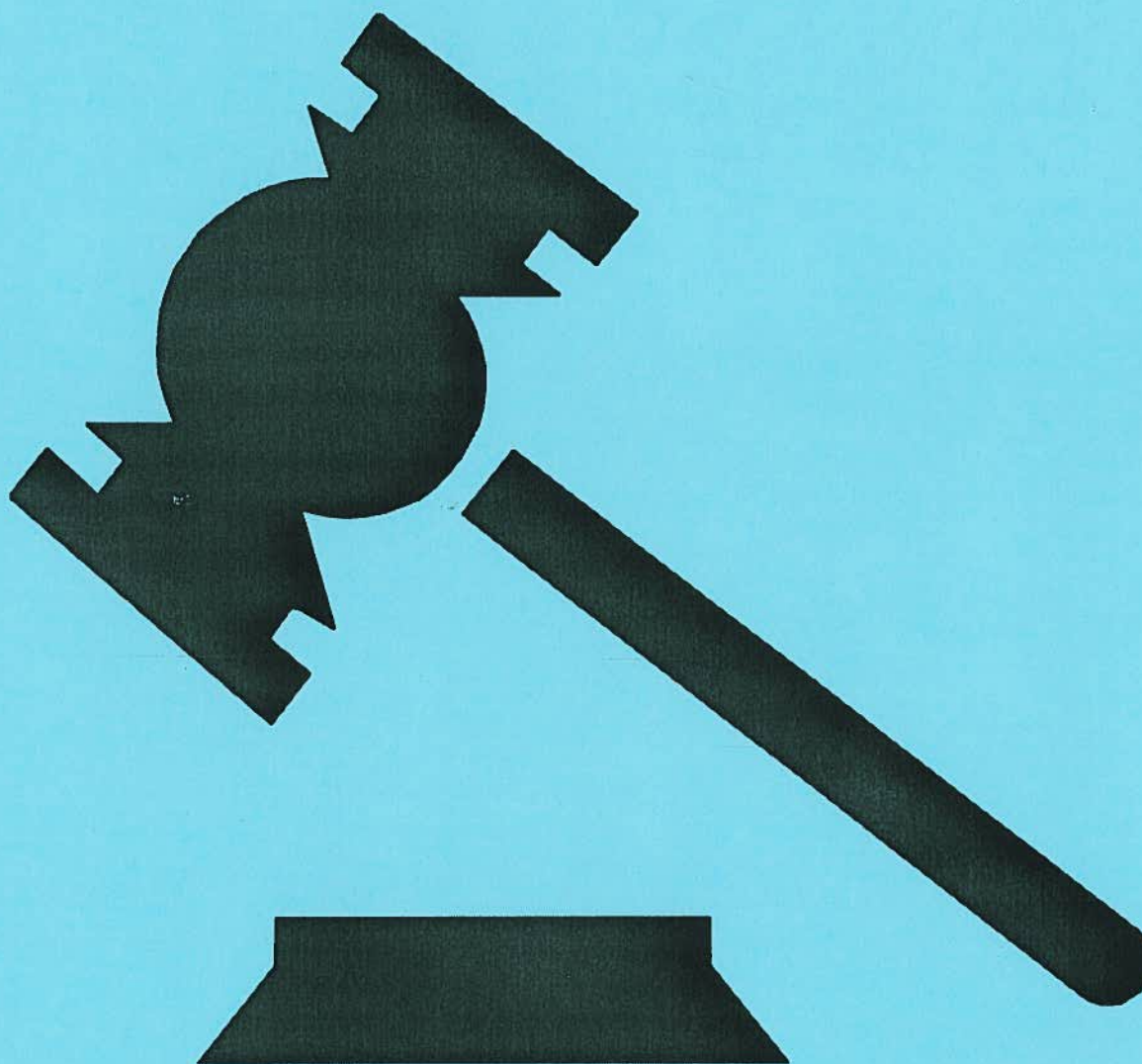
How you would like your organization listed on "One Voice" publications?

I will forward a high resolution, electronic copy of my company logo to you for inclusion on all "One Voice" materials via the following:

☐ Email (brendal@fresnocog.org)

☐ CD (if choosing this option please mail with your sponsorship form)

Any standard graphics format is acceptable, such as JPEG, TIF, PSD, CDR. Thank you!



***ADMINISTRATIVE
ACTION/DISCUSSION ITEMS
AGENDA ITEM VI. D.***



ADAMANT
ACROSS THE
HILL

San Joaquin Valley Regional Planning Agencies'

Fall Policy Conference - October 1 & 2, 2009

Registration Form

Personal information

Attendee/Title: _____

Organization: _____

Address: _____

City: _____ Zip code: _____

Phone number: _____ Cell number: _____

Fax number: _____

Email address: _____

Registration fees: *Registration fees include access to all sessions and materials*

Full conference (*Includes all sessions and meals Thursday and Friday*) \$125 = _____

Thursday evening Skyroom dinner (*Additional guests*) Qty _____ x \$40 = _____

Second day only (*Includes all sessions and meals on Friday*) \$50 = _____

Awards luncheon only (*Friday*) Qty _____ x \$25 = _____

Total amount paid: _____

☐ Please provide a vegetarian option for all of my meals

Payment:

Fresno COG must receive this completed registration form and check or money order (*payable to Fresno COG*) by September 25, 2009, at which time conference fees are non-refundable. Mail registration forms and payment to:

Fresno COG
2035 Tulare Street, Suite 201
Fresno, CA 93721

Hotel room reservations for overnight guests:

A block of rooms is reserved for conference attendees under the Council of Fresno County Governments. Please make your room reservations by contacting the Holiday Inn Hotel, Fresno Downtown at (800) 465-4329 or (559) 233-6650 by August 31, 2009. Room rate is \$84 per night.

For additional conference information call (559) 233-4148 or visit us online at www.fresnocog.org



Conference location information:

Holiday Inn Hotel
1055 Van Ness Avenue
Fresno, CA 93721
(559) 233-6650 Phone
(559) 233-6750 Fax



San Joaquin Valley Regional Planning Agencies' Fall Policy Conference - October 1 & 2, 2009

Holiday Inn Downtown - Fresno, CA

Conference Agenda

The annual Fall Policy Council allows the eight Regional Planning Agencies in the San Joaquin Valley to convene and discuss issues that affect us all. While the primary focus is on transportation planning, we recognize that other regional issues must be considered in planning efforts that will guide us to an improved quality of life for all who live here in the Valley.

Day 1: Thursday, October 1, 2009

9:00 a.m. Regional Policy Council Board Development
Morning Session at Fresno COG Sequoia Conference Room for Regional Policy Council and COG Directors only.

Conference Officially Begins with Lunch at Holiday Inn:

12:00 p.m. Welcome

12:15 p.m. Lunch w/Keynote Speaker - Fred Abousleman - NARC

1:45 p.m. Session 1: Regional Issues--How will the political climate in California impact transportation funding and water resources?

3:30 p.m. Session 2: SJV Blueprint and SB 375 - Progress Report

5:30 p.m. Reception - Holiday Inn Sky room - cash bar

6:30 p.m. Dinner - Holiday Inn Sky Room

Day 2: Friday, October 2, 2009

8:00 a.m. Continental Breakfast

9:00 a.m. Session 3: High-Speed Rail

10:15 a.m. Supervisor Rubio: Establishing a Valley Voice: Year Two of the Regional Policy Council

10:45 a.m. Session 4: Best Practices ~ 8 Valley COGs' Success Stories

12:00 p.m. San Joaquin Valley Blueprint Awards Program Luncheon

1:30 p.m. Regional Policy Council Board Meeting



San Joaquin Valley Regional Planning Agencies'

Fall Policy Conference - October 1 & 2, 2009

Holiday Inn Downtown - Fresno, CA

Sponsorship Opportunity

Sponsorships are available this year for \$250 per company
The cost includes the following:

- Sponsoring organization's promotional information included in the conference packet
- Complimentary full conference registration for one participant
- Sponsoring organization recognition and logo in newsletter, on the website and during the 2-day conference
- Exhibit space during the 2-day conference
- Networking opportunities

Yes! I would like to be a sponsor of the Fall Policy Conference:

Attendee/Title: _____

Organization: _____

Address: _____

City: _____ Zip code: _____

Phone number: _____ Cell number: _____

Fax number: _____

Email address: _____

We will supply a six foot table and cloth to each Sponsor who would like Exhibit space.

- ☐ I need electricity provided to my booth
- ☐ I have emailed a high resolution, electronic version of our company logo to brendal@fresnocog.org

Registration fees:

Sponsorship Fee (Includes full conference attendance for one person) \$250 = _____

Thursday evening Skyroom dinner additional guests Qty _____ x \$40 = _____

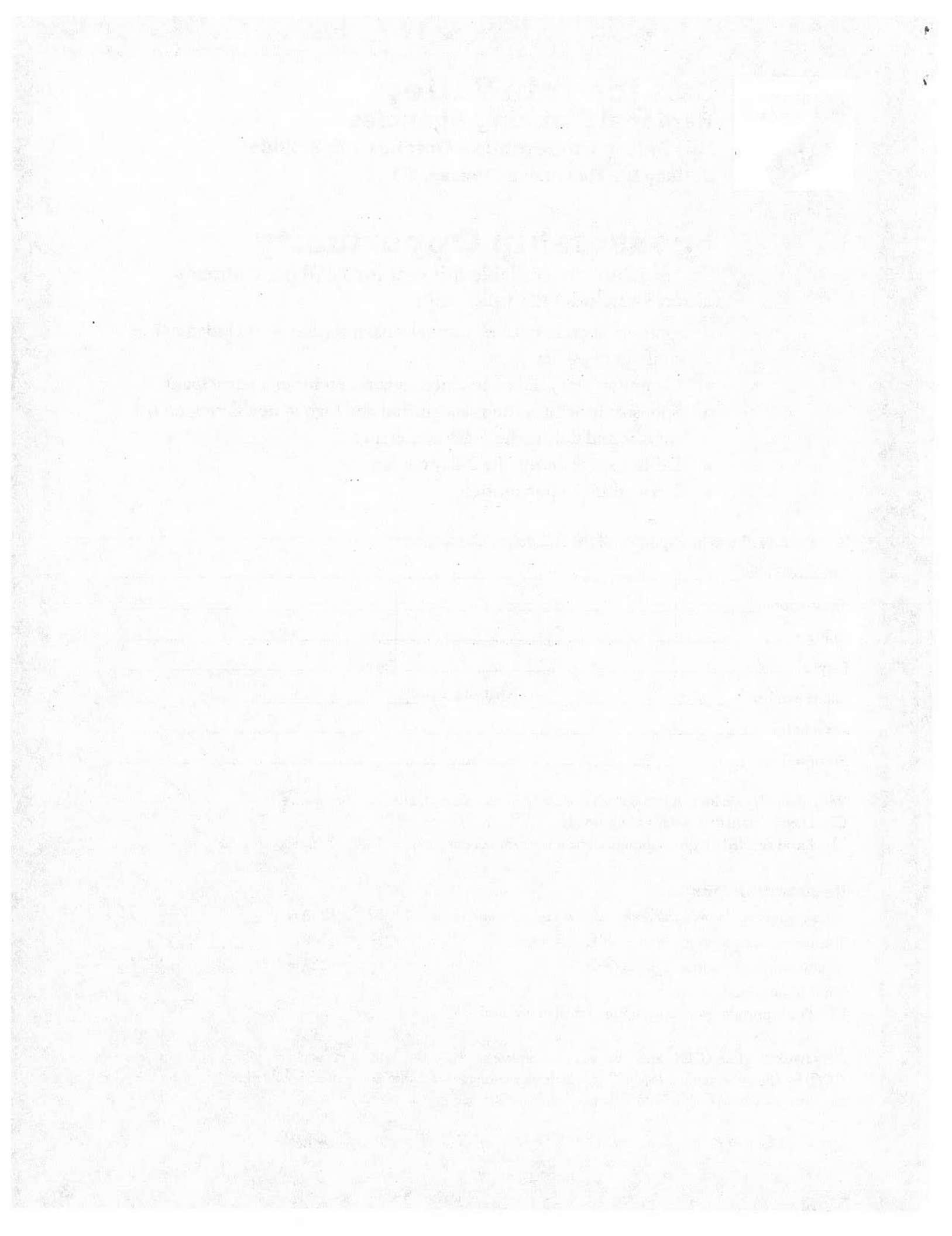
Awards luncheon additional guests (Friday) Qty _____ x \$25 = _____

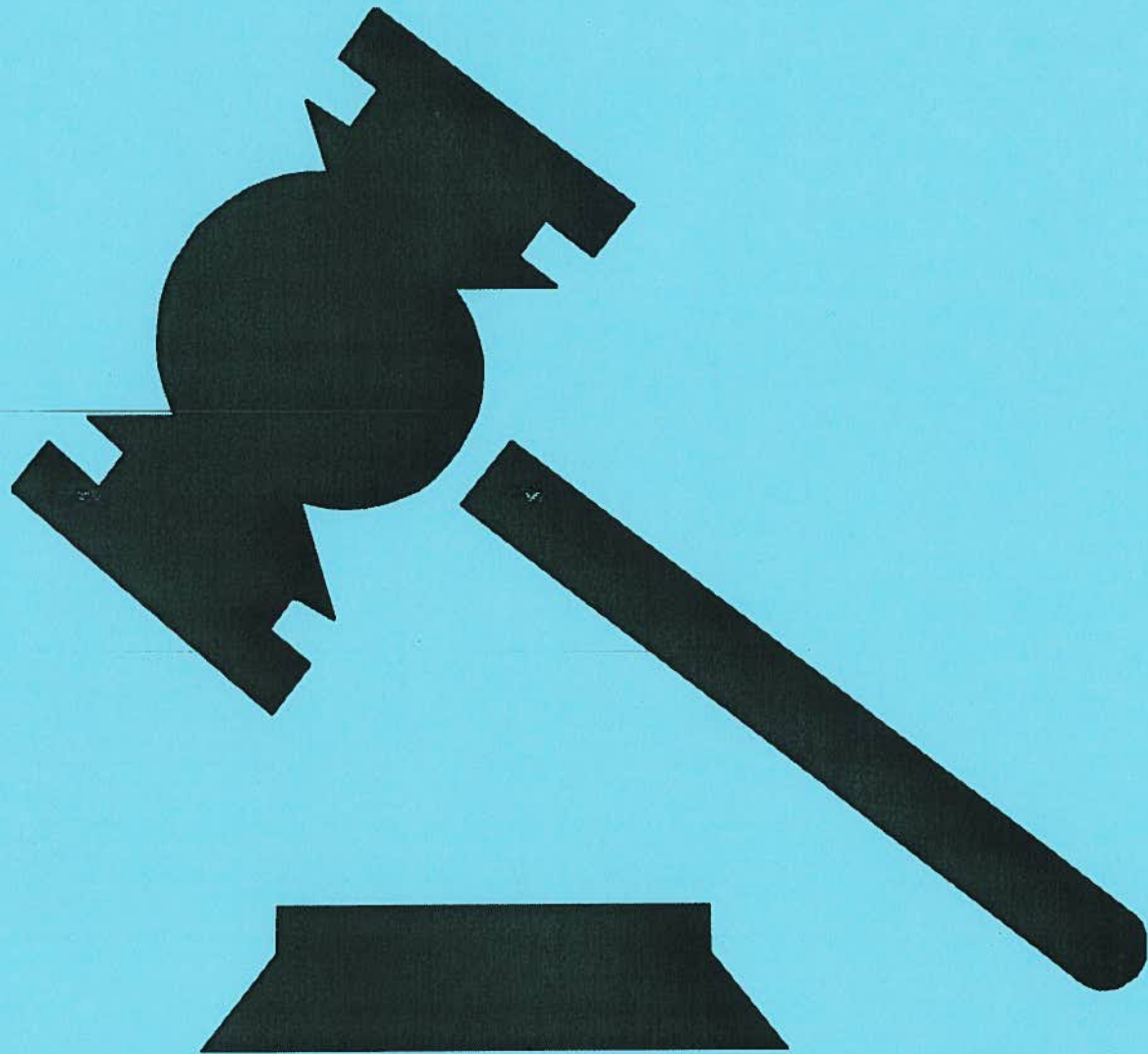
Total amount paid: _____

- ☐ Please provide a vegetarian option for all of my meals

Payment: Fresno COG must receive this completed Sponsorship Form and check or money order (payable to Fresno COG) by Friday, September 18, 2009, at which time conference fees are non-refundable. Mail registration forms and payment to: Fresno COG, 2035 Tulare Street, Suite 201, Fresno, CA 93721.

Questions? Contact Brenda Lauchner at 559-233-4148, ext. 219 or brendal@fresnocog.org





***ADMINISTRATIVE
ACTION/DISCUSSION ITEMS
AGENDA ITEM VI. E.***

ADMINISTRATIVE
ACTION RECOMMENDATIONS
AND CONCLUSIONS



Central Valley Office
1530 East Shaw Avenue
Suite 114
Fresno, CA 93710

Sacramento Office
520 Capitol Mall
Suite 700
Sacramento, CA 95814

Phone (559) 244-0801 FAX (559) 244-0804 E-Mail Ca-Consulting@sbcglobal.net

FAX

Agency: Fresno COG

To: Marla Day

FAX: 233-9645

Phone: 233-4148

From: Carrol Terrazas for
Steve Samuelian

Date: 8/28/09

Re:

Pages (incl. cover sheet): 30

- ☐ URGENT
- ☐ For Review
- ☐ Please Comment
- ☐ Please Reply
- ☐ Please Recycle

Comments:

California Consulting report for Aug attached

(This fax and any files attached are intended solely for the use of the individual or entity to which they are addressed. If you have received this e-mail in error, please notify the sender immediately)

**THE SAN JOAQUIN VALLEY CLEAN ENERGY ORGANIZATION
AND CALIFORNIA CONSULTING, LLC
INVITE YOU TO ATTEND A WORKSHOP
FOCUSING ON THE
ENERGY EFFICIENCY & CONSERVATION BLOCK GRANTS (EECBG)**

**Thursday, August 13th
10:00 AM – 12:00 Noon
San Joaquin Valley Air Pollution Control District Office
1990 E. Gettysburg Ave.
Fresno, CA 93726**

FOCUS: CEC Guidelines for the EECBG Program
Eligible Projects
Cost Effectiveness Criteria
Services available through the SJVCEO/SJVAPCD partnership

The San Joaquin Valley Clean Energy Organization (SJVCEO) and the San Joaquin Valley Air Pollution Control District (SJVAPCD) are partnering to help eligible cities and counties in the Valley obtain EECBG funds from the CEC.

RSVP: Please rsvp to:
Cynthia Downing, San Joaquin Valley Clean Energy Organization
(800) 791-2345 or e-mail: cdowning@pesc.com

Broadcasts of the workshop will be available at the following Air District offices:

Northern Region:
4800 Enterprise Way
Modesto, CA 95356
(209) 557-6400

Central Region:
1990 E. Gettysburg Ave.
Fresno, CA 93726
(559) 230-6000

Southern Region:
34946 Flyover Court
Bakersfield, CA 93308
(661) 392-5500

Budget "Fact Sheets" from the Governor's Office - 'AT&T Yahoo! Mail'



Budget "Fact Sheets" from the Governor's Office

Tuesday, August 4, 2009 5:35 PM

From: "ca-consulting@sbcglobal.net" <ca-consulting@sbcglobal.net>

CalWorks Reform 2009-2010.pdf (49KB), IHSS Reform 2009-2010.pdf (45KB),
Medi-Cal 2009-2010.pdf (45KB)

Attached are several fact sheets regarding important budget items. This information was provided by the Governor's Office.

Steve Samuelian
Manager
California Consulting, LLC
Central Valley Office
1530 E. Shaw Avenue, Suite 114
Fresno, CA. 93710
phone 559-244-0801
fax 559-244-0804
Sacramento Office

<http://us.mc819.mail.yahoo.com/mc/showMessage?sMid=0&filterBy=&midIndex=0&mid=...> 8/4/2009



THE BUDGET SOLUTION: 2009-2010

CALWORKS REFORM: GETTING CALIFORNIANS BACK TO WORK

IN TOUGH BUDGET TIMES, FOCUSING LIMITED RESOURCES WHERE THEY ARE MOST NEEDED

We are also very happy that in this budget we make government more efficient and also we are cutting the waste and taking some of the programs off-budget.

California's welfare-to-work program – California Work Opportunities and Responsibilities to Kids (CalWORKs) – is by many measures the most generous in the country, both in terms of cash assistance paid to its participants and in the severity of sanctions for those who do not comply with its requirements. In our current economy, the program is unsustainable. The Governor has repeatedly proposed reforms to the program, dating back five years to his first state budget. In this budget negotiation, he was successful in winning both short-term savings and long-term reforms as a way to focus the program on moving larger numbers of families toward self-sufficiency.

Governor's Reforms:

Short-term reform. There will be greater flexibility by the counties to provide supportive services to the populations meeting all or a portion of state and federal work requirements. Counties can target their limited resources to the most appropriate populations in their region, based on need.

- This reform will lead to a savings of \$510 million in 2009-10.

Long-term reforms. Beginning in July 2011, the following changes will be made to CalWORKs to help achieve structural stability in our state budget and increase the "work" focus of the program:

- **Reforming aid limits will strengthen the program's focus on work:**
 - There continues to be a lifetime maximum of 60 months. However, starting on July 1, 2011, adults will not be able to stay on the program for more than 48 consecutive months. After 48 months, they are removed from the program and cannot receive aid for 12 months. After "sitting out" of the program for 12 months, an adult can receive another 12 months aid – for total lifetime maximum of 60 months.
 - If work-eligible adults exceed 60 months, they lose the "adult" portion of the grant and the remaining family grant is reduced by 25 percent. If they meet work requirements, they will receive 100 percent of the child-only grant. If they are able to work but don't, they will receive only 50 percent of the family grant.
 - For non-work-eligible adults, the maximum aid is 75 percent of the child-only grant, unless they meet work participation requirements.
- **Self-Sufficiency Reviews:** All CalWORKs adults are required to meet face-to-face twice a year with county workers as a condition of eligibility. If they do not attend the meeting, they no longer meet the eligibility requirements and will face sanctions or termination from the program.
- **Graduated Sanctions:** Individuals who refuse to comply with program requirements will be subject to increased sanctions similar to sanctions used in other states.
 - Step 1: If an adult refuses to comply over 3 consecutive months, the adult-portion of the grant (\$139) is removed.
 - Step 2: If, after another 3 months and an intervention, the adult does not comply, 25 percent of the remaining 'child-only' grant is removed.
 - Step 3: If, after another 3 months and an intervention, the adult still does not comply, another 25 percent is removed from the child-only portion, for a total 50 percent child-only grant reduction.
- **Sanction "clock":** An adult in sanction status will continue to have that sanction time counted against their 48 month limit and lifetime maximum total of 60 months of aid.
- These reforms will lead to a savings of \$600 million annually beginning in 2011-12.

Background:

California's welfare program is too generous and too lenient to sustain.

- California's current maximum benefit level is the third-highest in the country. \$694 per month in cash assistance for a family of three.
- While California has 12 percent of the nation's population, 30 percent of the nation's total welfare recipients are supported by this program.
- While caseloads have dropped nation-wide and in other populous states since the enactment of national welfare reform (for example, an 81 percent drop in Illinois and a 64 percent drop in New York between 1996 and 2002), California's drop has been far more modest (48 percent over the same time period).

Only a small portion of CalWORKs recipients are meeting the federal government's work requirements. This means the bulk of recipients are not fully engaged in the program's services that allow them to become employed and self-sufficient.

- At present, only 22 percent of CalWORKs recipients required to meet federal minimum work minimums are doing so. And since only 60 percent of our case recipients are even required to meet those minimums, an even smaller percentage of total California recipients are actually meeting the requirements.



THE BUDGET SOLUTION: 2009-2010

REDUCING FRAUD WITHIN THE IN-HOME SUPPORTIVE SERVICES PROGRAM REDUCING COSTS THROUGH GREATER OVERSIGHT OF FRAUDULENT ACTIVITIES IN IHSS

We're very happy that in this budget we make government more efficient and are saving the state fraud and abuse in some of the programs. Governor Arnold, 2/20/09

Nearly half a million Californians rely on the state's \$4 billion In-Home Supportive Services (IHSS) program. Unfortunately, county grand juries and district attorneys have found fraud and a lack of oversight within IHSS – estimating that there are hundreds of millions dollars each year that are inappropriately or fraudulently expended. Even the state Senate Office of Oversight and Outcomes agreed that there are significant problems validating the delivery of these services. The Governor insisted that we cannot cut funding to children's health care programs, schools, or law enforcement without also cutting out this kind of fraud and abuse.

Governor's Reforms:

The Governor put together an anti-fraud proposal and fought to include it within this budget solution. This long-term cost-containment proposal includes:

- Background checks and fingerprinting for all IHSS providers
- Fingerprinting for IHSS recipients
- Targeted mailings to high-risk or suspect providers
- Enhanced anti-fraud training for county social workers
- Time sheet improvement: requiring that timesheets be signed by both recipient and provider and enhancing timesheet reviews
- Prohibiting the use of P.O. Boxes to receive provider checks
- Unannounced home visits
- Allowing counties to use IHSS administrative funds for investigations
- Increasing the number of state fraud investigators for both the Department of Health Care Services and the Department of Social Services.
- Requiring providers to supply copies of identity documents and appear in person
- Specifying particular crimes for which a provider can be excluded from the program.

Background:

According to several Grand Juries, district attorneys and others, rooting out even a small percentage of IHSS fraud will save hundreds of millions of taxpayer dollars annually. The counties of Sacramento, Los Angeles, San Diego, Ventura, Contra Costa and San Luis Obispo have all launched grand jury investigations into IHSS abuse that demonstrated fraud within the program. Abuses include:

- IHSS recipients acting as their own "providers" and keeping the funds
- Providers claiming to "work" and receiving funds while the recipient is in a hospital or care home
- Incarcerated providers, who are unable to provide services, still collecting payment – either because they are submitting time cards or the recipient is submitting time cards on their behalf
- Recipients and providers conspiring to increase hours (which were not worked) and splitting the pay
- Providers changing time cards without the recipient knowing in order to receive extra pay
- Providers claiming hours worked when the recipient is deceased
- The use of fictitious Social Security numbers to create more than one IHSS case for payment

Specific examples of fraud and abuse include:

- A son in Compton who forged his mother's signature and billed IHSS for providing 385 hours of homecare costing \$3,394. This occurred while his mother was hospitalized and for nearly a month after her death.

- A twenty-year-old drug abuser who was the sole caretaker for his seriously disabled father and provided such poor care that the father frequently had bedsores and was not regularly bathed. The care was so bad that adult protective services had to be called in. Ultimately, the father died before he reached the age of 60.
- An individual from Downey who submitted false claims totaling \$13,243 by forging the signature of his deceased father, who was supposedly his in-home health care worker.
- In San Diego, a recipient with schizophrenia was approved for 52 hours of care per month. His caregiver charged the full amount, but only worked two hours per week.

Savings:

The Governor's fraud proposal, which, when combined with IHSS reform efforts, will lead to a savings of:

- \$526 million in 2009-10 (\$221 million of this is General Fund)
- A total of \$2.27 billion through 2012-13 (\$970 million of this is General Fund)



THE BUDGET SOLUTION: 2009-2010

MEETING MEDI-CAL'S LONG-TERM DEMANDS

ACHIEVING BUDGET SAVINGS WITH LONG-TERM REFORM TO IMPROVE MEDI-CAL

We are also very happy that in the budget we make government more efficient and also we are cutting the waste, fraud and abuse in some of the programs. (Gov. Schwarzenegger, 2009)

Due to greater use of services, increased costs in the health care system and more individuals becoming eligible for services, Medi-Cal has been growing at a rate of approximately 8 percent per year. Since 2004, the Governor has been clear that Medi-Cal is unsustainable without fundamental reforms. Within the budget negotiations, the Governor fought for comprehensive restructuring proposals that will modernize the enrollment system and improve care coordination. With these structural reforms, Medi-Cal will be able to continue serving low-income, vulnerable Californians, while increasing program efficiency.

Governor's Reforms:

To ensure that the Medi-Cal program is sustainable, Governor Schwarzenegger fought for the following fundamental changes:

1. **Bringing California's enrollment system into the 21st Century.** The Governor is proposing to shift enrollment functions from the current confusing, labor-intensive paper system to an online process.
 - Modernizing this antiquated process will reduce costs and improve access. Currently, California employs more than 27,000 individuals in 58 counties to process Medi-Cal, CalWORKs and Food Stamp applications that lack uniformity across counties and rely on slow and time-consuming face-to-face and mail-in processes that are only available on weekdays between the hours of 9:00 to 5:00.
 - There are currently multiple county information technology systems in California that could be consolidated so funds are not wasted supporting duplicative and unnecessary technologies.
2. **Improving care coordination for reduced costs.** Slow the Medi-Cal growth rate by providing better care coordination for the various populations receiving Medi-Cal services.
 - Through a partnership with the federal government and stakeholders, California will identify populations for mandatory enrollment into an organized system of healthcare (i.e., a medical home model, enhanced primary care case management or managed care). By providing earlier and appropriate care for seniors and persons with disabilities, those covered by both Medicare and Medi-Cal (dual eligibles) and children with significant or complex medical needs, Medi-Cal will be able use its resources to keep people healthier and avoiding unnecessary emergency room visits.
 - Better integration of physical and behavioral health services.

These reforms will lead to a savings of **\$1.8 billion annually** starting in 2012-13.

Background:

Medi-Cal has been growing at a rate of 8 percent per year. Now, with nearly seven million low-income Californians seeking services, this growth has become unsustainable. Medi-Cal's expansion reflects the growth in health care costs, utilization and caseload, as well as two eligibility expansions in 2001.

- The most expensive-to-treat populations are often using the most inefficient and expensive delivery system for their medical conditions. Ten percent of Medi-Cal beneficiaries account for 74 percent of the total program costs. Within this population, 4 percent account for 60 percent of the costs.
 - Almost 70 percent of the Medi-Cal beneficiaries with disabilities suffer from two or more chronic conditions, and almost one-quarter of the population suffers from four or more chronic conditions.
 - Medi-Cal has over 1 million dual-eligibles (persons enrolled in both Medi-Cal and Medicare). These individuals are 100 percent more likely to be in poor health, 50 percent more likely to have diabetes, and 600 percent more likely to reside in a nursing facility. (Cite: The Henry J. Kaiser Family Foundation, *Medicare Chartbook*, Third Edition, Summer 2005)

More Budget "Fact Sheets" from the Governor's office - 'AT&T Yahoo! Mail'



More Budget "Fact Sheets" from the Governor's office

Thursday, August 6, 2009 6:18 PM

From: "steve samuelian" <ca-consulting@sbcglobal.net>

COLAs Fact Sheet.pdf (40KB), IT Procurement Budget Fact Sheet.pdf (43KB),
Budget Solution 2009-2010.pdf (72KB)

Attached are several fact sheets regarding important budget items. This information was provided by the Governor's Office.

Steve Samuelian

Manager

California Consulting, LLC

Central Valley Office

1530 E. Shaw Avenue, Suite 114

Fresno, CA. 93710

phone 559-244-0801

fax 559-244-0804

Sacramento Office

<http://us.mc819.mail.yahoo.com/mc/showMessage?sMid=4&filterBy=&midIndex=4&mid=...> 8/6/2009

**THE BUDGET SOLUTION: 2009-2010****COLAS: PUTTING AN END TO AUTO-PILOT BUDGETING**

We can only hope that in this budget we make government more efficient and are cutting the state's budget deficit.

Part of ensuring a balanced budget now and in the future is taking California's budget off auto-pilot spending. Cost-of-living adjustments (COLAs) and automatic increases in funding are built-in spending mechanisms that increase the state's spending from one year to the next regardless of the state's fiscal situation. These automatic increases in California's spending are among the biggest contributors to rampant budget growth. This budget would eliminate COLAs indefinitely for a number of state programs, saving the state billions of dollars over time. This is a huge win for all Californians and will help the state gain more control over how money is spent – ensuring funds are directed to the areas where it is needed most and will be used most effectively.

Stopping COLAs and Automatic Funding Increases

Automatic increases in funding and prescribed cost-of-living adjustments (COLAs) are a significant contributor to California's perpetual budget imbalance. COLAs were already frozen for the current year per the enacted budget, but the agreement the Governor brokered with legislative leaders will:

- Eliminate COLAs indefinitely. For the CalWORKs program, Corrections, and others, including the five percent automatic funding increases for the UC and CSU systems.
- Savings: \$300 million in 2009-10
\$4.2 billion through 2012-13

Specific Savings Include

- Suspending Price Increases for the Department of Corrections and Rehabilitation: Saves \$340 million through the 2012-13 fiscal year.
- Suspending the State Appropriations Limit for the Courts: Saves \$519 million through the 2012-13 fiscal year.
- Eliminating the University of California's 5-Percent Compact Increase: Saves \$154 million in 2009-10 and an additional \$957 million through 2012-13.
- Eliminating the California State University's 5-Percent Compact Increase: Saves \$146 million in 2009-10 and an additional \$916 million through 2012-13.
- Eliminating CalWORKs automatic Cost of Living Adjustment (COLA): Saves \$715.4 million through the 2012-13 fiscal year. California is currently statutorily required to provide the COLA by July 1 of each year.
- Eliminating State Supplementary Payment COLA: Saves \$691.7 million through the 2012-13 fiscal year. California is currently statutorily-required to provide this COLA by June 1 of each year.
- Suspend Price Increases for Other Departments (not listed above): Saves \$81.9 million through the 2012-13 fiscal year.



THE BUDGET SOLUTION: 2009-2010

IT PROCUREMENT REFORM

REDUCING COSTS, ENHANCING EFFICIENCY, REALIZING BENEFITS

California must improve its processes for procuring large information technology systems. Inexperienced purchasers, multi-year procurements, swiftly changing technologies, too many back-and-forth approvals, multiple rewrites of requirements and outdated laws and policies have resulted in inordinate delays, an inefficient use of state resources, skyrocketing costs and a stagnant technological environment for the state. By coordinating and streamlining how the state designs and contracts for major technology projects, the Governor's proposal will cut the procurement process in some cases down from five years to about one – reducing costs and enhancing revenue collections by more than one hundred million dollars.

The Solution:

The Governor has proposed a series of process and legislative changes (included within the 2009-10 budget), that when implemented will generate project benefits earlier, avoid costs and aid in the modernization of the state's technology environment.

Legislative Changes

As a part of the 2009-10 budget, the Governor has proposed the following changes to existing state procurement law:

- **Phased Procurement:** Allow for the contracting of separate phases of a single procurement. Contracting with two or more providers to build a pilot of the eventual system allows the State to validate requirements, test functionality, and work directly with potential providers prior to making a final selection.
- **Burdensome Requirements – reducing costs and increasing competition:** Authorize the Department of General Services (DGS) to withhold a percentage of the contract price based upon the evaluation of risk. Existing law requires that DGS withhold a minimum of 10 percent of the contract price. The current requirement increases contracting costs and results in fewer bids. Eliminating this requirement will reduce costs and increase competition for IT contracts.
- **Disabled Veteran Business Enterprise (DVBE) Contracting:** Eliminate the requirement that bidders make a good faith effort to perform DVBE participation requirements. This deletion will actually increase DVBE participation by requiring a bidder to meet the contractual DVBE goal (i.e. three percent of the bid price) and will also eliminate the need for state departments to review large volumes of paperwork that does not necessarily enhance DVBE participation goals.

Policy Changes

- **A Request For Information (RFI) Process Should Be Implemented:** The Governor's proposal would require an RFI stage to align program requirements with available market solutions, before any solicitation documents are created.
- **Make a Number of Changes to IT Procurement Policy:** These include many technical issues such as: when qualifications are verified; how RFP requirements are written; the use of templates for various components of the RFPs; allowing price negotiations to occur early in the process; and the pre-qualification of bidders ahead of RFP solicitations.

Benefits

- Accelerating tax revenues by more than \$160 million over five-years through an innovative data analysis system at the Franchise Tax Board
- Enhancing the transparency of state spending and reducing costs by modernizing the state's aging financial systems

- Improving state services for residents and businesses, while reducing operating costs through the automation of state services and processes



THE BUDGET SOLUTION: 2009-2010

SOLVING THE ENTIRE PROBLEM

THE GOVERNOR STOOD FIRM, REFUSING TO KICK THE CAN DOWN THE ROAD

This budget solution includes \$15.9 billion in spending reductions, which on top of the \$15 billion made in February amounts to approximately \$30 billion dollars – roughly a third of our entire state budget. While there are some one-time solutions in the budget agreement, the Governor fought to minimize those one-time moves, and also to stave off the alternative of higher taxes. There are no tax increases in this budget agreement. Below is the math of how the Governor and legislative leaders agreed to solve the \$24.1 billion¹ deficit.

Expenditure Reductions

Total: \$15.9 billion

- **Education:** 1) Recapturing savings previously thought lost by missing June 30 deadline and recalculating Prop 98 accordingly (and therefore the overall size of our problem); this means the additional increase of \$1.6 billion in the Prop 98 guarantee for 2009-10 that we'd expected does not happen. 2) Regional Development Agency shift to schools. 3) Additional cuts to UC and CSU funding (Just under \$2 billion total for 2008-09 and 2009-10).
 - \$9.4 billion
- **Corrections:** Leaders agreed upon a reduction level in corrections, the policy on how to get there will be determined upon the legislature's return in August.
 - \$785 millionⁱⁱ
- **General Government:** Suspension of COLAs; leveraging state assets (no current-year savings); consolidating and reorganizing boards and commissions including elimination of the Integrated Waste Management Board; IT procurement reform.
 - \$1.6 billion
- **State Employee Compensation:** Third furlough day adopted; eliminate rural health care; score health care savings.
 - \$820 million
- **Health and Human Services:** Long-term CalWORKs reforms including graduated sanctions and twice-yearly check-ins; Medi-Cal eligibility changes and improved care coordination; IHSS fraud initiative including fingerprinting; Healthy Families eligibility changes; etc.
 - \$3.0 billion
- **Veto:**
 - \$.4 billion

Fund Shifts

Total: \$1.1 billion

- These include: CalFIRE interagency agreement with the Legislature and transportation spillover.

Revenues

Total: \$3.5 billion

- These include: Optional personal income tax withholding changes; tax enforcement; SCIF proposal; special fund transfers.

Borrowing**Total: \$2.2 billion**

- These include: Proposition 1A suspension; loan from State Highway Account; various loans and fund shifts to keep state parks open.

Other**Total: \$1.4 billion**

- June to July state payroll and health premiums delay.

Total Solution: \$24.1 billion

- Reserve: \$490 million

Reforms**Total: \$2.3 billion (\$1.9 billion General Fund)**

Governor Schwarzenegger insisted that this budget solution could not be about only our short-term cash needs – it also must be about structural reforms to put our state budget on more solid footing in future years. The Governor worked with legislators to include in this solution structural reforms, many of which he has been fighting for since he was first elected to office. Some of these reforms will show significant savings in the current fiscal year (and much more in out-years). These include:

- **Consolidating and Eliminating Boards and Commissions.** Including elimination of the Integrated Waste Management Board.
 - \$50 million in 2009-10
- **Rooting Out Fraud From IHSS.** Putting in place a fraud prevention program that includes background checks (including fingerprinting) for service providers.
 - \$221 million in 2009-10 General Fund (\$517 million total funds)
- **Reforming CalWORKs.** For short-term savings, focusing available funding on those who are meeting the work requirements.
 - \$510 million in 2009-10
- **Corrections Custody and Parole Reforms.** Of the \$1.2 billion in reductions that legislative leaders agreed to for the 09-10 fiscal year the goal is to have roughly half of those reductions come from parole and corrections custody reforms.
 - \$641 million in 2009-10

¹ Note: The size of the problem was adjusted from \$26.3 billion to \$25.1 billion (which includes target reserve of \$2 billion) because: 1) the state is able to capture the \$3 billion in savings from 2008-09's Proposition 98 allocation previously believed to have been lost on June 30, which reduces the size of the 2009-10 guarantee by \$1.6 billion; and 2) June revenues came in \$536 lower than projected. Additionally, we did not reach the desired reserve of \$2 billion, instead attaining reserve of just \$918 million, meaning the Governor and legislators solved for \$24.1 billion.

² This, in addition to the \$400 million blue-penciled by the Governor in the February budget, equals an approximate \$1.2 billion spending reduction in Corrections for the 2009-10 fiscal year.

From: Energy Commission
Date: Thu, 6 Aug 2009 17:33:16 -0700

ECONOMIC STIMULUS & RECOVERY E-NEWS BLAST

E-News Blast, No. 18, August 6, 2009

If you can't see the content in your e-mail program, please click here: www.energy.ca.gov/recovery/news/e-news_blasts/2009-08-06_news_blast.html

IT'S ALL GREEN. . .

Check Out Next Week's Events And Green Job Info!

\$23 MILLION SOLICITATION FOR GREEN TRAINING HITS THE STREETS

Wanted: Partnership ideas for energy job training.

The California Energy Commission, the California Workforce Investment Board, and the California Employment Development Department released the first Solicitation for Proposals focusing on regional workforce development partnerships that will train workers for jobs in energy efficiency, renewable energy, and clean transportation. Proposals are due to the Employment Development Department by **3 p.m. on September 9, 2009**. Check out the Solicitation at EDD's web site at [www.edd.ca.gov/Jobs_and_Training/WDSFP Workforce Development Solicitations for Proposals.htm](http://www.edd.ca.gov/Jobs_and_Training/WDSFP_Workforce_Development_Solicitations_for_Proposals.htm)

The Energy Commission is making \$14.5 million in ARRA funds available for the solicitation and \$3.5 million from the Energy Commission's Alternative and Renewable Fuel and Vehicle Technology Program (AB 118).

More information about the solicitation and the Clean Energy Workforce Training Program is available from the Energy Commission's Green Jobs website at [\[www.energy.ca.gov/greenjobs/\]](http://www.energy.ca.gov/greenjobs/)

NEXT WEEK - CLEAN ENERGY SUMMIT

The Clean Energy Workforce Training Program kicks off at the Clean Energy Summit. Listen to experts discuss how to leverage state and federal workforce development funding for the clean energy industry and provide information on the just-

released Solicitation for Proposals. Same agenda for both workshops. The workshop is free. However, please register at: www.energy.ca.gov/greenjobs/summits.html

IF YOU'RE ATTENDING BY THE INTERNET PLEASE SIGN UP ON WEBEX AT THE ADDRESSES BELOW.

Monday, AUGUST 10, 2009

West Sacramento (9 a.m. - 3:30 p.m.)

Ziggurat Building

To attend by Internet, you must register separately for the WebEx webcast at:

<https://energy.webex.com/energy/onstage/g.php?t=a&d=928151137>

Wednesday, AUGUST 12, 2009

Diamond Bar (9 a.m. - 3:30 p.m.)

South Coast Air Quality Management District

To attend by Internet, you must register separately for the WebEx webcast at:

<https://energy.webex.com/energy/onstage/g.php?t=a&d=926360574>

LOOKING FOR THE PERFECT GREEN PARTNER?

Interested in forming a green jobs partnership to submit as a Solicitation for Proposal? Complete the partnership form on the Energy Commission's green jobs website at [www.energy.ca.gov/greenjobs/partnership.html] Check out potential partners information at [www.energy.ca.gov/greenjobs/partnership2.php]

Your 'perfect partner' is just a click away.

INQUIRING GREEN MINDS WANT TO KNOW

If your organization is holding a Clean Energy Forum regarding your application for the Solicitation for Proposals, we want to know. Register your event at [www.energy.ca.gov/greenjobs/forums.html].

We'll post it; others will see it.

DOE ARRA SOLICITATIONS and ANNOUNCEMENTS UPDATE

Advanced Batteries And Electrification: The U.S. Department of Energy (DOE) awarded \$2.4 billion to 48 new advanced battery and electric drive projects. Two California organizations received direct awards: South Coast Air Quality Management

District (\$45.4 million) and San Francisco City College (\$500,000).
http://apps1.eere.energy.gov/news/news_detail.cfm/news_id=12697

Scientific Research (Is there any other kind?): The DOE awarded \$327 million in ARRA funds towards scientific research, instrumentation, and laboratory infrastructure projects. The following California laboratories received ARRA funding:

- Lawrence Berkeley National Laboratory; Berkeley, CA - \$ 37.8 million,
- SLAC National Accelerator Laboratory; Stanford, CA - \$21.8 million
- Lawrence Livermore National Laboratory; Livermore, CA - \$810,000
- Sandia National Laboratories; Sandia, NM, and Livermore, CA - \$800,000

More info: <http://www.energy.gov/news2009/7737.htm>

New Feature on Grant Website: A new feature on [Grants.gov](http://www.grants.gov) will help users find and apply ARRA-funded and all federal grant opportunities. Check out [\[www.grants.gov\]](http://www.grants.gov)

NON-ARRA FUNDING ENERGY ANNOUNCEMENTS UPDATE

Energy Frontiers: DOE has announced a total \$777 million over five years to support the 46 new Energy Frontier Research Centers. Of this amount \$277 million is direct ARRA funds. Seven California EFRCs will receive \$108 million of combined ARRA and DOE budget funding: University of Southern California (\$12.5 million) and UC Santa Barbara (\$19 million) both ARRA funded, California Institute of Technology (15 million), LBNL (\$20 million), UC Berkeley (\$10 million), Stanford (\$20 million) and UCLA (\$11.5 million).

For more information: [\[www.sc.doe.gov/bes/EFRC.html\]](http://www.sc.doe.gov/bes/EFRC.html)

DOE FOA - 24/7

Looking for a quick read that lists all the competitive and state/local DOE Funding Opportunity Announcements? Look no further â€¦ this up-to-date list makes finding each DOE FOA quick and easy. Plowing through the FOAs? You're on your own.

[\[www.energy.gov/recovery/funding.htm\]](http://www.energy.gov/recovery/funding.htm)

ENERGY PROGRAMS SUMMARY

Looking for a thumbnail update on the ARRA energy-related programs? Check out the weekly updated Summary at www.energy.ca.gov/recovery/documents/FUNDING_SUMMARY.PDF (PDF file)].

In case you missed it, e-blasts are archived at www.energy.ca.gov/recovery/news/e-news_blasts/

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www.californiaconsulting.org

ARRA Funding Update - 'AT&T Yahoo! Mail'

**ARRA Funding Update**

Monday, August 10, 2009 6:24 PM

From: "steve samuelian" <cca-consulting@sbcglobal.net>

ARRA Upcoming Funding Opportunities 08.10.09.doc (36KB)

Our newest grant writer, Ginnie Sterling, has identified several upcoming funding opportunities through the ARRA/Stimulus. Please see attached memo from Ginnie.

If you are a current California Consulting, LLC client please contact us if you would like our team to pursue any of these grant opportunities for you. If you are not a current California Consulting, LLC client feel free to contact us to inquire about our services.

Steve Samuelian
Manager
California Consulting, LLC
Central Valley Office
1530 E. Shaw Avenue, Suite 114

<http://us.mc819.mail.yahoo.com/mc/showMessage?sMid=2&filterBy=&midIndex=2&mid...> 8/10/2009

American Recovery and Reinvestment Act of 2009 (ARRA)

Purpose of Program: Supplemental funds, appropriated under the American Recovery and Reinvestment Act of 2009 (ARRA), are intended to help stimulate the American economy. The purpose of ARRA is:

- (1) To preserve and create jobs and promote economic recovery;
- (2) To assist those most impacted by the recession;
- (3) To provide investments needed to increase economic efficiency by spurring technological advances in science and health;
- (4) To invest in transportation, environmental protection, and other infrastructure that will provide long-term economic benefits; and
- (5) To stabilize State and local government budgets, in order to minimize and avoid reductions in essential services and counterproductive state and local tax increases.

Accordingly, almost all federal agencies have been appropriated funding specific to ARRA activities. Following are those that may be appropriate and applicable to CA Consulting clients.

Local Energy Assurance Planning (LEAP) Initiative (ARRA)

This initiative will allow cities to have well-developed, standardized energy assurance and resiliency plans that they can rely on during energy emergencies and supply disruptions. City governments will address energy supply disruption risks and vulnerabilities in their plans to lessen the devastating impact that such incidents have on the economy and the health and safety of citizens. The LEAP Initiative focuses on developing new, or refining existing, plans to integrate new energy portfolios (such as renewables, biofuels, etc) and new applications (such as Smart Grid technology) into energy assurance and emergency preparedness plans.

The application deadline is October 8, 2009.

EDA (ARRA)

EDA has ARRA specific funding for Public Works and Economic Adjustment Assistance programs and will give priority consideration to those applications that will significantly benefit regions that have experienced sudden and severe economic dislocation and job loss due to corporate restructuring as stipulated under the ARRA. EDA provides financial assistance to distressed communities in both urban and rural regions. EDA will prioritize projects that will diversify the economic base and lead to a stronger, more globally competitive and resilient regional economy. EDA's economic development activities help create jobs by encouraging business inception and growth.

The application period is ongoing until funds are depleted or June 30, 2010.

Rural Business Enterprise Grant Program (ARRA)

RBEG standard guidelines apply while assistance under this program and may include on-site technical assistance to local and regional governments, public transit agencies and related non-profit and for profit organizations in rural areas; the development of

training materials; and the provision of necessary training assistance to local officials and agencies in rural areas. All projects requesting assistance through ARRA grant funds are to be conspicuously identified when the applications are submitted to the USDA Rural Development State Office.

The application period is ongoing until funds are depleted or June 30, 2010.

Office of Elementary & Secondary Education: Teacher Incentive Fund Program (ARRA)

The purpose of the Teacher Incentive Fund (TIF) is to support programs that develop and implement performance-based teacher and principal compensation systems, based primarily on increases in student achievement, in high-need schools. The goals of the TIF program include:

- Improving student achievement by increasing teacher and principal effectiveness;
- Reforming teacher and principal compensation systems so that teachers and principals are rewarded for increases in student achievement;
- Increasing the number of effective teachers teaching poor, minority, and disadvantaged students in hard-to-staff subjects; and
- Creating sustainable performance-based compensation systems.

LEAs with differentiated compensation systems already in place may apply for a TIF program grant to expand their programs so that they reach additional high-need school sites or to include teachers or administrators in high-need schools who are not participating in the current system. For purposes of the TIF program, a high-need school means a school with more than 30% of its enrollment from low-income families, based on eligibility for free or reduced-price lunch subsidies or other poverty measures that the State permits the LEAs to use. For middle and high schools, eligibility may be calculated on the basis of comparable data from feeder schools. Award recipients are legally obligated to meet specific reporting requirements established by the ARRA.

The application package has not yet been posted.

Small Community Air Service Development Program

Eligible applicants are those communities that (1) are served by an airport that is not a small hub airport during calendar year 1997; and (2) have insufficient air service or unreasonably high airfare. Communities that do not currently have commercial air service are also eligible, but they must have met or be able to meet in a reasonable period all necessary requirements of the Federal Aviation Administration for the type of service involved in their grant proposal.

The program is designed to provide financial assistance to small communities to help them enhance their air service. The Department provides this assistance in the form of financial grants that are disbursed on a reimbursable basis. There are no limits on the amounts of individual awards and the amounts awarded will vary depending upon the features and merits of the proposals selected. Authorized grant projects may include activities that extend over a multi-year period under a single grant award; however, grant funds are to be used in a timely manner.

The application deadline is August 28, 2009.

Energy Efficiency Workshop - Aug. 13th - 'AT&T Yahoo! Mail'



Energy Efficiency Workshop - Aug. 13th

Tuesday, August 11, 2009 4:30 PM

From: 'steve samuelian' <ca-consulting@sbcglobal.net>

Workshop - CEC & EECBG 08.13.09.doc (27KB)

I encourage every City and County in the San Joaquin Valley to have a representative present at the workshop.

Steve Samuelian
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phone 559-244-0801
fax 559-244-0804
Sacramento Office

<http://us.mc819.mail.yahoo.com/mc/showMessage?sMid=1&filterBy=&midIndex=1&mid...> 8/11/2009

THE SAN JOAQUIN VALLEY CLEAN ENERGY ORGANIZATION
AND CALIFORNIA CONSULTING, LLC
INVITE YOU TO ATTEND A WORKSHOP
FOCUSING ON THE
ENERGY EFFICIENCY & CONSERVATION BLOCK GRANTS (EECBG)

Thursday, August 13th
10:00 AM – 12:00 Noon
San Joaquin Valley Air Pollution Control District Office
1990 E. Gettysburg Ave.
Fresno, CA 93726

FOCUS: CEC Guidelines for the EECBG Program
Eligible Projects
Cost Effectiveness Criteria
Services available through the SJVCEO/SJVAPCD partnership

The San Joaquin Valley Clean Energy Organization (SJVCEO) and the San Joaquin Valley Air Pollution Control District (SJVAPCD) are partnering to help eligible cities and counties in the Valley obtain EECBG funds from the CEC.

RSVP: Please rsvp to:
Cynthia Downing, San Joaquin Valley Clean Energy Organization
(800) 791-2345 or e-mail: cdowning@pesc.com

Broadcasts of the workshop will be available at the following Air District offices:

Northern Region:
4800 Enterprise Way
Modesto, CA 95356
(209) 557-6400

Central Region:
1990 E. Gettysburg Ave.
Fresno, CA 93726
(559) 230-6000

Southern Region:
34946 Flyover Court
Bakersfield, CA 93308
(661) 392-5500

Funding Research - 'AT&T Yahoo! Mail'

Page 1 of 1

**Funding Research**

Tuesday, August 11, 2009 9:56 PM

From: "steve samuellan" <ca-consulting@sbcglobal.net>**To:** "Carrol Terrazas" <carrol.ca-consult@sbcglobal.net>

UPCOMING APPLICATIONS 8-09-2.doc (46KB)

See attached.

More fantastic grant opportunities.

If you are a current California Consulting, LLC client please let us know if you would like us to write any of the attached grant applications for you. If you are not a current client, feel free to contact us about our services.
Steve

Safe, Accountable, Flexible, Efficient Transportation Equity Act: Legacy for Users

Federal Job Access & Reverse Commute (JARC) and New Freedom (NF) funding has been provided to Caltrans for allocation to small urbanized areas of 50,000 – 200,000 and non-urbanized areas with less than 50,000 populations. The JARC funding is to improve access to transportation services to employment and employment related activities for welfare recipients and eligible low-income individuals and to transport residents of urbanized and non-urbanized areas to suburban employment opportunities. The NF funding is to provide new public transportation services to overcome existing ADA barriers.

JARC operating activities could include late night and weekend services, guaranteed ride home service, shuttle service, expanded fixed-route public transit routes, demand-responsive service, ridesharing and carpooling activities, and voucher programs. JARC capital activities could include ITS, promotion of operating activities, vehicles and mobility management activities.

NF operating activities might include expansion of para-transit service beyond minimum ADA requirements, expansion of hours for para-transit service, enhancement of services, voucher programs and volunteer driver programs while NF capital activities could include acquisition of accessibility equipment beyond ADA requirements, purchasing accessible vehicles to support taxi, vanpooling and/or ridesharing programs and mobility management activities.

If the local Caltrans is conducting the regional first-level review, the application must be postmarked August 31, 2009. Otherwise the application must be postmarked by October 31, 2009.

USDA Rural Development / Housing & Community Facilities Programs

Grant funds may be used to assist in the development of essential community facilities including construction, enlargement or improvement for health care, public safety and community and public services. This can include the purchase of equipment required for the facility's operation. The amount of grant assistance depends on the median household income and the population in the community where the project is located and the availability of grant funds. Grant assistance may be up to 75% of project costs. Projects will receive priority that:

- ◆ Serve small communities with populations less than 5,000
- ◆ Serve low-income communities with median household incomes below the higher of the poverty line or 60% of State non-metropolitan median household income
- ◆ Provide healthcare, public safety or public and community services

Applications are filed with the USDA Rural Development field offices on an ongoing basis.

US Department of Energy: Clean Cities FY09 Petroleum Reduction Technologies Project for the Transportation Sector

The purpose of this program is to support projects covering a range of commercial technology deployment and educational activities. In general, this program furthers the goal of developing more energy efficient and environmentally friendly highway transportation technologies that allow the nation to use less petroleum. For the past ten years, this program has been offered as a component of the State Energy Program Special Project grants. This module refers to the stand-alone program that is being issued to provide a more broad-based opportunity. There were three (3) Areas of Interest for this program: 1 – Refueling Infrastructure for Alternative Fuels; 2 – Incremental Cost of Dedicated Alternative Fuel Vehicles (AFVs); and 3 – Education, Outreach, and Workshops for Petroleum Reduction Fuels and Technologies

The American Recovery and Reinvestment Act (ARRA) added Area of Interest 4: **Alternative Fuel and Advanced Technology Vehicles Pilot Grant Program** whose purpose is to provide support to cost-shared projects that expand the use of alternative fueled vehicles and advanced technology vehicles. Eligible activities include the installation or acquisition of infrastructure necessary to directly support an alternative fueled vehicle or advanced technology vehicle. This program will also fund, on a limited basis, operation and maintenance of vehicles, infrastructure, and other associated equipment acquired through the program. Vehicles eligible for funding under this component include light, medium- and heavy-duty vehicles and other off-road/non-road commercial work alternative fuel or advanced technology vehicles.

All vehicles, including retrofits/conversion systems, must be certified or approved by the U.S. EPA and/or the California Air Resources Board (CARB) and meet the applicable Federal Motor Vehicle Safety Standards. Program funding may be used to pay for the incremental cost to purchase new OEM vehicles or the retrofit/conversion/repower of new and/or used conventional vehicles to run on authorized alternative fuels or use advanced technologies. Refueling infrastructure eligible under this component include new dispensing facilities; facility upgrades or building modifications; and refueling equipment and infrastructure design. Preference will be given to projects that:

- Are "shovel ready," meaning projects that can rapidly implement vehicles and/or support fueling infrastructure projects while accelerating job creation and economic benefit;
- Have a strategy to concentrate vehicles in activity centers or niche projects that maximize infrastructure utilization;
- Contribute to a sustainable alternative fuel and advanced technology vehicle market with the potential for future growth without additional

- federal funding and have documented fleet commitments for vehicle and/or fuel purchases;
- Exclusively use alternative fuels in dedicated vehicles, rather than bi-fuel capabilities; and/or
- Identify specific sites, have necessary permits in hand, and include written commitments from actual project partners and fuel suppliers.

The due date for Area of Interest 4 applications is September 30, 2009.

US Department of Energy: Smart Grid Investment Grant Program

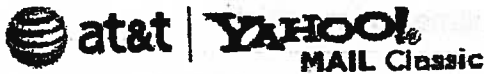
The overall purpose of the Smart Grid Investment Grant Program (SGIG) is to accelerate the modernization of the nation's electric transmission and distribution systems and promote investments in smart grid technologies, tools, and techniques which increase flexibility, functionality, interoperability, cyber-security, situational awareness, and operational efficiency. This purpose will be accomplished through a merit-based, competitive solicitation for projects to receive federal financial assistance for up to 50% percent of eligible project costs. This financial assistance is intended to enable measurable improvements that can result from accelerated achievement of a modernized electric transmission and distribution system, including:

- Reliability of the electric power system.
- Electric power system costs and peak demand.
- Consumer electricity costs, bills, and environmental impacts.
- Clean energy development and greenhouse gas emissions.
- Economic opportunities for businesses and new jobs for workers.

It is expected that SGIG projects will also enable the entire electricity supply and delivery chain – as a whole or in part – (including power plants, transmission lines, substations, distribution lines, meters, and customer systems) to operate in a more reliable, efficient, secure, and affordable manner through operational improvements in areas such as outage detection, equipment maintenance, and asset deferral and at a higher level of environmental protection through increased capabilities for cost-effectively integrating renewable, energy efficient, and less carbon-intensive technologies. Such projects will also provide an economic stimulus to local areas, states, and regions through investment in electric infrastructure, expansion of economic opportunities for businesses, creation of jobs and enhancements of worker skills.

Round 2 and 3 application due dates are November 4, 2009 and March 3, 2010, respectively.

Workshop Summary - Energy Efficiency - 'AT&T Yahoo! Mail'

**Workshop Summary - Energy Efficiency**

Thursday, August 13, 2009 11:34 PM

From: "Carrol Terrazas" <carrol.ca-consult@sbcglobal.net>

Today, the San Joaquin Valley Air Pollution Control District, San Joaquin Valley Clean Energy Organization, California Consulting, LLC and others held a workshop at the Air District Fresno Office to discuss the upcoming Energy Efficiency Conservation Block Grant funding opportunity.

Video conferencing was conducted and participants viewed the workshop from the Air District Offices in Bakersfield and Modesto. As well, several individuals participated via telephone conference. More than 45 cities and counties across the Valley participated in the very successful and informative workshop.

Opening remarks were given by Tom Jordan of the San Joaquin Valley Air Pollution Control District. The workshop was moderated by Clean Energy Organization Executive Director Paul Johnson and speakers included representatives from PG & E, Southern California Gas Company, and Southern California Edison. As well, two representatives of the California Energy Commission participated via telephone.

Other program participants included:

Katie Stevens from the California Partnership for the San Joaquin Valley who spoke of the Partnership's role in the Stimulus process. Stevens highlighted the Partnership's push for bringing additional resources to the San Joaquin Valley.

Steve Samuelian, Owner of California Consulting, LLC thanked the Air District and the Clean Energy Organization for pulling together a collaborative approach to apply for this grant money and encouraged all eligible cities and counties throughout the 8 county Valley region to apply using this collaborative approach. Samuelian also spoke of the lobbying success the Valley has achieved when working together as a united region including the \$1 billion secured for Highway 99 and the Air Quality mitigation money the Valley received from Prop. 1B.

Several city representatives applauded the "united" approach to capture this funding and agreed to be part of the overall application.

Cities with populations under 35K and counties with populations under 200K are encouraged to contact the San Joaquin Valley Air Pollution Control District, the San Joaquin Valley Clean Energy Organization or California Consulting, LLC to participate in the collaborative application.

Representatives from the California Energy Commission were pleased that the Valley was taking a partnership approach to capture these funds.

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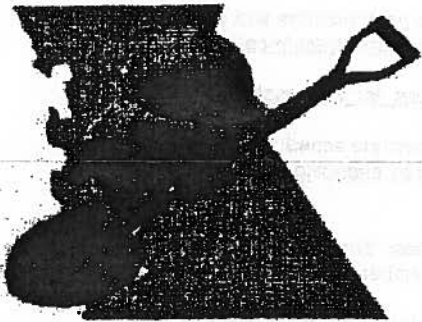
Economic Stimulus & Recovery E-News Blast

Friday, August 21, 2009 5:09 PM

From: "Carrol Terrazas" <carrol.ca-consult@sbcglobal.net>
To: "Carrol Terrazas" <Carrol.ca-consult@sbcglobal.net>

See attached News Letter.

This is a reminder to small cities and counties to send in your EECBG forms.



California Energy Commission

**Economic Stimulus & Recovery
E-NEWS Blast**

An e-mail newsletter on energy-related economic
stimulus and recovery activities in California.



E-News Blast, No. 20, August 20, 2009

If you can't see the content in your e-mail program, please click here: www.energy.ca.gov/recovery/news/e-news_blasts/2009-08-20_news_blast_20.html

KUDOS TO SMALL CITIES AND COUNTIES

The Energy Commission appreciates the responsiveness of the more than 220 small cities and counties that have already returned their Statement of Intent indicating your interest to apply for the ARRA - EECBG funds. If you haven't responded yet - there's still time. Mail or fax the completed and signed form to:

California Energy Commission

Attn: EECBG Program

1516 Ninth Street, MS-42

Sacramento, CA 95814

FAX: (916) 854-4304

Don't have the Statement of Intent form? Download a copy at:

www.energy.ca.gov/recovery/documents/EECBG_Statement_of_Intent.doc (MS Word file).

ARE YOU READY TO RECEIVE FEDERAL MONIES?

If you are a public entity expecting to receive and use any federal funds, you must comply with the Single Audit Act and Office of Management and Budget (OMB) Circular A-133.

For more information on complying with the Single Audit Act please go to:

www.energy.ca.gov/recovery/documents/2009-08-17_OMB_A-133_The_Single_Audit_Act.pdf (PDF file).

ASSEMBLYMEMBER FUENTES TO OPEN L.A. - ARRA WORKSHOP

Assemblymember Felipe Fuentes will give welcoming remarks at an informational workshop discussing California's energy-related ARRA funding programs. The workshop focuses on the status of the Energy Commission's EECBG Grant and SEP Programs including the proposed guidelines, green workforce development, and bundling grants with low-interest state loans.

FRIDAY, AUGUST 28, 2009

1 p.m. to 4 p.m.

John Ferraro Council Chamber

Room 340, City Hall

200 North Spring Street

Los Angeles, California

Can't attend? Sign up for the WebEx Internet webcast at [<https://energy.webex.com/energy/onstage/g.php?l=a&d=928632431>]

For agenda and notice information go to [www.energy.ca.gov/stimulus/documents/]

CHECK OUT GREEN JOB INFO

Partner Database

Found your perfect match? Search for green jobs partners in our updated database. Click

[www.energy.ca.gov/greenjobs/partnership2.php].

Clean Energy Summit Presentations On-Line

If you missed the Clean Energy Summit held on August 10 and 12, the PowerPoint presentations and Webex recordings are now available on the Green Jobs Web site. [<http://www.energy.ca.gov/greenjobs/meetings/>].

Q&A's from the Clean Energy Summit are posted at EDD website

[www.edd.ca.gov/Jobs_and_Training/WDSFP_Workforce_Development_Solicitations_for_Proposals.htm]

Attend a Regional Clean Energy Forum

Applicants for the Clean Energy Workforce Training Program Solicitation for Proposal are scheduling Clean Energy Forums around the state. Learn more about green workforce development by attending a regional forum.

Go to: [www.energy.ca.gov/greenjobs/forums2.php] to find one in your area.

Don't Wait - Solicitation Deadline Approaching

Wanted: Partnership ideas for energy job training. Proposals for the \$23 million Clean Energy Workforce Training Program are due to the Employment Development Department by 3 p.m. on September 9, 2009. Check out the Solicitation at EDD's website at

[http://www.edd.ca.gov/Jobs_and_Training/WDSFP_Workforce_Development_Solicitations_for_Proposals.htm].

ARRA FUNDING ANNOUNCEMENTS

Tribal Block Grants: U.S. Department of Energy (DOE) awards more than \$4 million in direct ARRA EECB Grant funds to 108 California Indian tribes. For a listing of tribes and award amounts go to [<http://apps1.eere.energy.gov/tribalenergy/eeecbg.cfm>].

Energy Preparedness: DOE awards more than \$3.57 million to California for plans to ensure quick recovery and restoration from any energy supply disruptions. Funds will be used by state governments to hire or retrain staff and expand state-level capacities to address challenges to the country's energy systems, including emergency situations such as blackouts, hurricanes, ice storms, and disruptions to heating supplies.

[www.energy.gov/7791.htm]

Manufacturing Tax Credits: U.S. Treasury Department announced they will award \$2.3 billion in tax credits for qualified investments in advanced renewable, storage, efficiency, vehicles components, and transmission energy projects, to support new, expanded, or re-equipped domestic manufacturing facilities. The Advanced Energy Manufacturing Tax Credit (MTC) provides a 30 percent tax credit for investments based on expected commercial viability of their project. Initial applications are due to DOE by September 16, 2009 and final due to the DOE and IRS on October 16, 2009. More information and application available at [<http://www.energy.gov/recovery/48C.htm>].

Small Business Grants: DOE announced \$37 million for innovative research to develop near-term, clean energy technologies. Small businesses (fewer than 500 employees) with strong research capabilities in science or engineering are encouraged to apply to DOE's Small Business Innovation Research and Small Business Technology Transfer programs. Phase I application deadline is September 4, 2009. For more information [http://www.science.doe.gov/sbtr/solicitations/FY%202009/FOA_Notice_ARRA.pdf] (PDF file).

DOE FOA - 247

Looking for a quick read that lists all the competitive and state/local DOE Funding Opportunity Announcements? Look no further... this up-to-date list makes finding each DOE FOA quick and easy. Plowing through the FOAs? You're on your own. [<http://www.energy.gov/recovery/funding.htm>]

ENERGY PROGRAMS SUMMARY

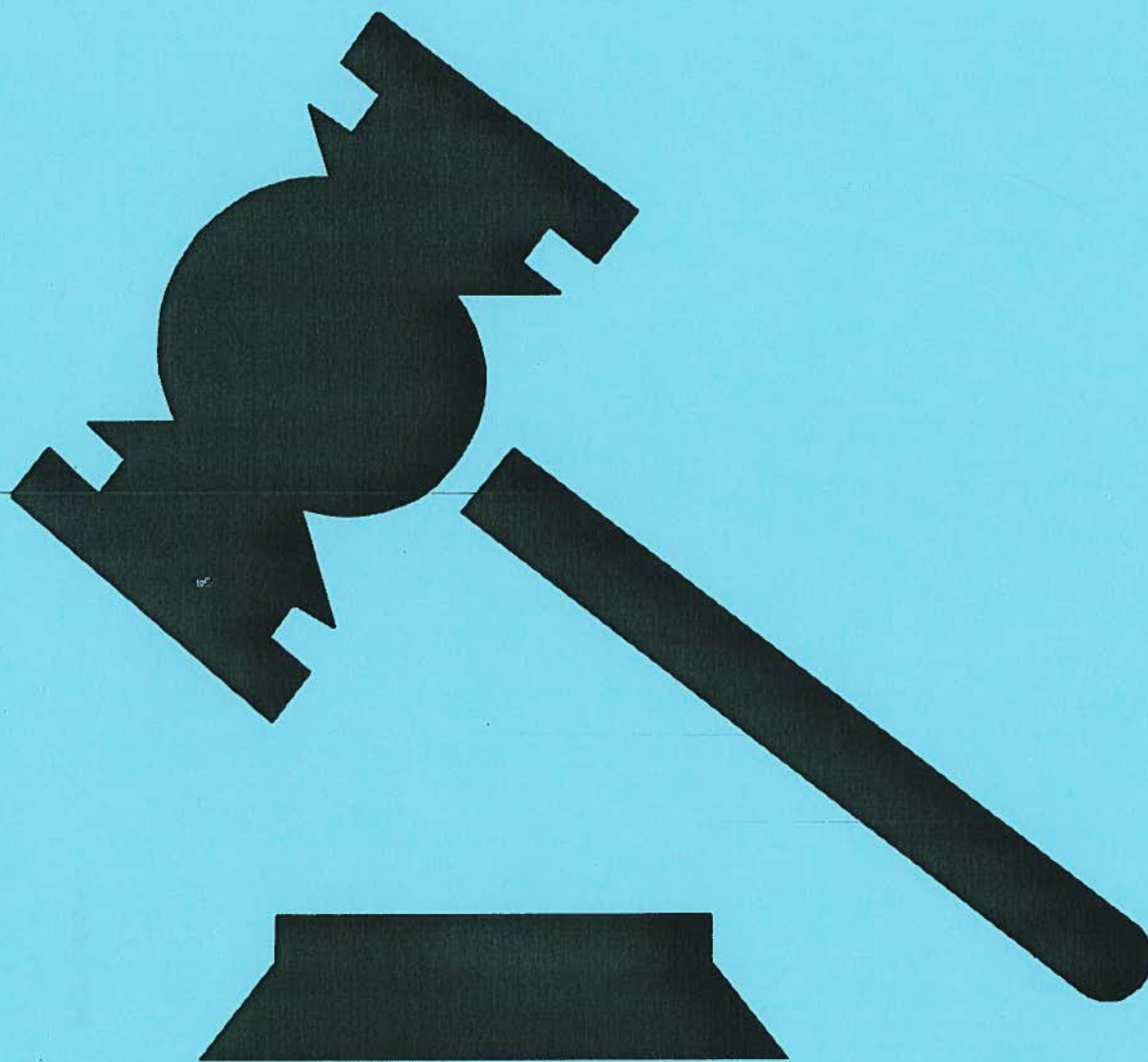
Looking for a thumbnail update on the ARRA energy-related programs? Check out the weekly updated Summary at [www.energy.ca.gov/recovery/documents/FUNDING_SUMMARY.PDF] (PDF file).

Got this as a forward? Sign up to receive our future e-blasts, [<http://www.energy.ca.gov/recovery/>]

In case you missed it, e-blasts are archived at [www.energy.ca.gov/recovery/news/e-news_blasts/]

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***ABANDONED VEHICLE ABATEMENT
AGENDA ITEM VII.***



ANATOMICAL RESEARCH IN NORTH AMERICA

For a complete listing of the current contents of this journal, please refer to the back matter of this issue.

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FINANCIAL OPERATIONS																		
	Clovis	Coalinga	Firebaugh	Fowler	Fresno City	Huron	Kerman	Kingsburg	Mendota	Orange Cove	Parlier	Reedley	Sanger	San Joaquin	Selma	Fresno County	Administration	Total
YTD REVENUES																		
Registration Fees																		\$520,774.64
Interest																		\$13,691.87
Other																		
TOTAL REVENUES																		\$534,466.41
COSTS (Qtr QUARTER)																		
Personnel	4,340.00	2,976.00	1,994.00	248.00	90,900.00		2,232.00	1,116.00				9,424.00	1,904.00	496.00	4,092.00	43,238.16	2,375.00	165,225.16
Services and Supplies			105.00									258.75	604.93					968.68
Major Purchases (\$2,500+)																		0.00
TOTAL COSTS	4,340.00	2,976.00	2,099.00	248.00	90,900.00		2,232.00	1,116.00				9,682.75	2,508.93	496.00	4,092.00	43,238.16	2,375.00	166,193.84
YTD COSTS	23,590.00	6,076.00	7,879.00	3,224.00	277,000.00		5,456.00	3,796.00				24,584.25	13,266.54	1,444.00	13,144.00	121,791.96	7,125.00	508,348.76
UNEXPENDED REVENUES																		
VEHICLES ABATED																		
VOLUNTARY ABATEMENTS																		
PUBLIC	10	22	1	2											5			40
PRIVATE	11		9		448		18	9				76	14	4	28	163		780
TOWS (ABATEMENTS)																		
PUBLIC	3																	3
PRIVATE	4	1	3		3											31		42
TOTAL ABATEMENTS																		
PUBLIC	13	22	1	2											5	0		43
PRIVATE	15	1	12		451		18	9				76	14	4	28	194		822
GRAND TOTAL ABATEMENTS	28	23	13	2	451		18	9				76	14	4	33	194		895

