I. CALL TO ORDER AND ROLL CALL

II. EMERGENCY ITEMS
   A. Discussion/Action of emergency items, if necessary.

III. PUBLIC COMMENTS
     Any member of the public may address the Committee for a period not to exceed three minutes on any item of interest not on the agenda within the jurisdiction of the Committee. The Committee will listen to all communication, but in compliance with the Brown Act, will not take any action on items that are not on the agenda.

IV. APPROVAL OF CONSENT CALENDAR
   A. Approval of Management Committee Draft Minutes: March 9, 2011
   B. Receive and File:
      1. ICTC Board Draft Minutes: March 23, 2011
      2. ICTC SSTAC of Imperial Valley Draft Minutes: March 2, 2011
      3. ICTC TAC Subcommittee Draft Minutes: No March TAC meeting

V. REPORTS
   A. ICTC Executive Director
   B. Southern California Association of Governments
   C. California Department of Transportation – District 11
   D. Committee Member Reports

CITIES OF BRAWLEY, CALEXICO, CALIPATRIA, EL CENTRO, HOLTVILLE, IMPERIAL, WESTMORLAND, IMPERIAL IRRIGATION DISTRICT AND COUNTY OF IMPERIAL
VI. DISCUSSION CALENDAR

A. Strategic Planning Workshop

As discussed at our last meeting, staff has provided a variety of outlines and approaches for strategic planning workshops. As part of this research, staff has prepared a draft outline and agenda for review and input as we prepare for our scheduled workshop on May 11, 2011.

Appendices A – B are workshop format examples

VII. ACTION CALENDAR

A. Federal Transit Administration (FTA) Section 5310 Grant Program for Elderly and Disabled Transportation Services

It is requested that the ICTC Management Committee forward this item to the ICTC Commission for their review and approval of the following:

1. Adopt the following listing of scores by project listing after an opportunity for public comment.
2. Authorize the Chairman to sign the resolution as required by Caltrans.
3. Authorize staff to forward documentation to Caltrans for entry into the statewide competitive process.

B. Adoption of an ICTC Public Participation Procedures

It is requested that the ICTC Management Committee forward this item to the ICTC Commission for their review and approval of the following:

1. Adopt the ICTC Public Participation Procedures
2. Direct staff to forward the document to Caltrans and the Federal Transit Administration (FTA)

C. Adoption of an ICTC Fixed Asset Accounting (FAA) Standard Procedures Manual

It is requested that the ICTC Management Committee forward this item to the ICTC Commission for their review and approval of the following:


VIII. NEXT MEETING DATE AND PLACE

The next meeting of the Management Committee/Commission and Strategic Planning Workshop will be held on Wednesday, May 11, 2011 at 8:00 a.m., at the IID Water Control Conference Room, 333 East Barioni, Imperial CA and will be hosted by ICTC.

IX. ADJOURNMENT
IV. CONSENT CALENDAR

A. APPROVAL OF ICTC MANAGEMENT COMMITTEE MINUTES

MARCH 9, 2011
The following minutes are listed as they were acted upon by the Imperial County Transportation Commission Management Committee and as listed on the agenda for the meeting held Wednesday, March 9, 2011 together with staff reports and related documents attached thereto and incorporated therein by reference.

I. CALL TO ORDER AND ROLL CALL

Chairman Medina called the Committee to order at 10:35 a.m. Roll call was taken. Introductions were made.

II. EMERGENCY ITEMS

There were none.

III. PUBLIC COMMENTS

There were none.
IV. CONSENT ITEMS

A motion was made by Burroughs, seconded by Graham to approve consent items 4A and 4B. Motion carried unanimously.

4A. Approved ICTC Management Committee Minutes for February 9, 2011.

4B. 1. Received and filed ICTC Board Draft minutes for February 23, 2011
    2. Received and filed ICTC SSTAC of Imperial Valley Draft Minutes for February 2, 2011
    3. Received and filed ICTC TAC Subcommittee Draft Minutes for February 24, 2011

V. REPORTS

A. ICTC Executive Director

Mr. Baza’ announcements and updates included:
- The Unmet Transit Needs (UTN) Public Hearing is scheduled for tomorrow, March 10, 2011 at 6:30 at the Imperial County Board Chambers. Scheduled to attend on the UTN Panel are Councilmember Larry Ritchie, Councilmember David Bradshaw, Councilmember Ryan Kelley, and Director John Pierre Menvielle.
- Mr. Baza had no update on the Border Crossing study at this time.
- Caltrans staff should be here to announce regarding the Brawley Bypass ribbon cutting ceremony.

Mr. Baza suggested we skip items B and C to give Ms. Bayon Moore and Caltrans staff an opportunity to address the committee if necessary. There was no opposition.

D. Committee Member Reports

- Ms. Best informed the group that she traveled to Sacramento, CA with Mayor Gran and met with CTC and Caltrans commissioners and staff. She stated that both she and Mayor Gran are very pleased with CTC and Caltrans and their support to the ICTC. As well as, CTC commissioners/staff expressed they are also very pleased with ICTC progress. Both meetings were fairly short, however she shared that one Caltrans representative had done some research on the recent projects and had quite a bit of information to hand out. They are very interested in holding a meeting with CTC in the Imperial Valley.

C. California Department of Transportation – District 11

Mr. Sam Amen had the following announcements and updates:
- Brawley Bypass ribbon cutting for phase 2 and ground breaking for phase 3 is scheduled for March 23, 2011 at 10 a.m. Caltrans Director Cindy McKim and District 11 Director Laurie Berman will be present. A California Transportation (CTC) event will be held the evening of March 23, 2011 in San Diego. Caltrans staff is hoping for a good turnout from CTC staff. Mr. Amen stated that Congressman Bob Filner will also be at the groundbreaking ceremony. Some local electives will be there as well, such as, Jo Shields, who once served on the Brawley City Council and as an IVAG Board member; Mayor Don Campbell; and possibly Supervisor Terrazas (Chairman) or Supervisor Wyatt who represents District 4. Mr. Baza also stated that Laurie Berman will be the Master of Ceremonies for the event.
- The deadline for the HSIP (Highway Safety Improvement Program) was February 23, 2011.
- Mr. Amen stated that the Governor decided not to go forth with bond sales. He is not sure how that will affect anything but will find out come mid June or July. He just wants to make
sure our funding is secure. He did mention that the Brawley Bypass funding should not be affected.

- Mr. Armstrong stated that the reimbursement deadline for planning grants were due on February 28, 2011.
- Mr. Baza mentioned that ICTC will be submitting two planning grants. One is a Feasibility of the Calexico Border Intermodal Transportation Center which is through the Caltrans Planning Grant Program Federal Transit Authority 5304 for $113,000. The other is a Southern California Interregional Farm worker Transportation Assessment for $200,000 also through a Caltrans Planning Grant Program under the category of Environmental Justice.
- Mr. Armstrong stated that if anyone was interested in applying for planning grants, staff is available to assist with writing the scope of work.

VI. DISCUSSION CALENDAR

A. Strategic Planning

- Mr. Baza stated that he would like to look into the possibility of holding a ½ day Strategic Planning Workshop where any input and ideas that would assist ICTC in its regional and programming activities and priorities would be the emphasis of the meeting. Staff is requesting to set a date and time for City Managers and Commissioners to participate in this process. Mr. Baza stated that what he is hoping to establish is to prioritize goals and objectives, develop a core mission statement and prioritize planning and programming activities. In addition, City Managers may need to request that their Human Resource Managers assist in the development process regarding all Human Resources related items.
- Mr. Santillan stated that we need to understand what our purpose is and then decide what steps we need to take to get there. Currently, the Commission is more focused on transit related activities and it should have a more leveled platform with transit and transportation projects both.
- Mr. Medina mentioned that when the ICTC was in its early inception, SCAG offered to assist ICTC in creating a Strategic Plan and the funding associated with that. Mr. Baza stated that Planning, Programming Management (PPM) funds are still available through SCAG. Both SCAG and Caltrans have offered their staff for assistance in the past and ICTC is certainly amenable to any help from both agencies.
- Ms. Best mentioned that she recalled that Caltrans also offered 2 part-time Planners to assist ICTC. Mr. Baza stated that Beth Landrum and other Caltrans staff have been available to help with the coordination on the Long Range Transportation Plan with an update to SGAC’s Regional Transportation Plan, and other technical support for planning and programming activities.
- Mr. Medina suggested holding the workshop at the ICTC Management Committee meeting in May. All other City managers concurred.
- Mr. Duran was concerned that the Commissioners may want the Managers to come up with a draft structure of what was discussed before involving them. He stated that the core functions will drive the goals and what essentially we need to discover are the objectives.
- Mr. Burroughs disagreed and preferred they do it together.
- Ms. Best suggested staff take a look at other strategic plans and develop a skeleton frame work.
- Mr. Baza stated that he will have an outline for the strategic planning workshop ready for the April 2011 Management Committee meeting.
- Ms. Williams reminded the group that in May staff had planned to discuss budget planning and may make for a heavy agenda for the May meeting.
V. B. Southern California Association of Governments

Ms. Bayon Moore was not present however, Mr. Baza announced that the move in date for ICTC is March 22, 2011. The address of location is 1405 Imperial Ave. In El Centro.

Mr. Duran suggested that Ms. Bayon Moore provide a summary of her updates and send them in an email.

VII. NEXT MEETING DATE AND PLACE

The next meeting of the Management Committee will be held on **Wednesday, April 13, 2011 at 10:30 a.m.**, at the **City of Calipatria**, Calipatria CA.

VIII. The meeting was adjourned at 11:20 a.m.
IV. CONSENT CALENDAR

B. RECEIVE AND FILE:

ICTC BOARD DRAFT MINUTES: MARCH 23, 2011

ICTC SSTAC OF IMPERIAL VALLEY DRAFT MINUTES: MARCH 2, 2011

ICTC TAC SUBCOMMITTEE DRAFT MINUTES: NO MARCH MEETING
IMPERIAL COUNTY TRANSPORTATION COMMISSION

DRAFT MINUTES FOR MARCH 23, 2011
6:00 p.m.

VOTING MEMBERS PRESENT:

City of Brawley
City of El Centro
City of Holtville
City of Imperial
County of Imperial
Imperial Irrigation District
City of Westmorland

Ryan Kelley
Sedalia Sanders (Vice-Chair)
David Bradshaw (Chairman)
Mark Gran
Jack Terrazas
John Pierre Menvielle
Larry Ritchie

NON-VOTING MEMBERS PRESENT:

Caltrans District 11

Bill Figge (alt.)

VOTING MEMBERS NOT PRESENT:

City of Calipatria
City of Calexico
County of Imperial

STAFF PRESENT:

Mark Baza, Kathi Williams, Cristi Lerma, Sandi Flores

OTHERS PRESENT:

David Jones, IV Transit; Rosanna Bayon Moore, SCAG; Ross Cather, Caltrans; Sam Amen, Caltrans; Joe Picazo, County of Imperial; Steven Sullivan, City of Brawley; Linda Tucker, ICTC Counsel

The following action minutes are listed as they were acted upon by the Imperial County Transportation Commission and as listed on the agenda for the meeting held Wednesday March 23, 2011 together with staff reports and related documents attached thereto and incorporated therein by reference.

I. CALL TO ORDER AND ROLL CALL

Chair Bradshaw called the Commission meeting to order at 6:00 p.m. Roll call was taken.

II. EMERGENCY ITEMS

There were none.

III. PUBLIC COMMENTS

There were none.

IV. APPROVAL OF CONSENT CALENDAR

A motion was made by Terrazas and seconded by R. Kelley to approve the consent calendar; Motion carried unanimously.
4A. Approved ICTC Board Minutes for February 23, 2011

4B. Received and filed ICTC Management Committee Draft minutes for March 9, 2011
    Received and filed ICTC SSTAC Draft minutes for March 2, 2011
    Received and filed ICTC TAC Subcommittee Draft Minutes for February 24, 2011

V. REPORTS

A. ICTC Executive Director

Mr. Baza had the following announcements and updates:
- The Unmet Transit Needs Public Hearing is scheduled for March 10, 2011 at 6:30 p.m.
- The Brawley Bypass Ribbon Cutting Ceremony was held earlier the same day; Mr. Baza gave an overview of the proceedings for those who did not attend. The ceremony had a great turnout and was very well organized. Speakers included Jo Shields, former Councilmember (Brawley) and former IVAG Board member; Laurie Berman, Caltrans District Director; Cindy McKim, Caltrans Director; Congressman Bob Filner; Ryan Kelley, Councilmember (Brawley) and ICTC Commissioner; Supervisor Jack Terrazas, County of Imperial Supervisor and ICTC Commissioner; Supervisor Wyatt, County of Imperial Supervisor; Mayor Don Campbell (Brawley); Hasan Ikhrata, SCAG Executive Director; Larry McAllen, SCAG President. The festivities included the use of classic cars to “cut” through the ribbon, which was very unique.

B. Southern California Association of Governments (SCAG)

Ms. Rosanna Bayon Moore had the following announcements and updates:
- Ms. Bayon Moore extended her congratulations to Brawley and ICTC for the ribbon cutting ceremony. She stated that this was a milestone for the City of Brawley and she was happy for them.
- SCAG has completed their move, along with IVEDC, to the new location and they look forward to having ICTC soon.
- The SCAG Regional Conference & General Assembly will be held on May 5-6, 2011 at the La Quinta Resort and Club in La Quinta, CA. Ms. Bayon Moore stressed the importance of having every jurisdiction represented with a delegate. She is hoping for Imperial County to have a strong presence at the event and distributed “save the date” cards for all.

C. California Department of Transportation

Mr. Figge had the following announcements and updates:
- Mr. Figge also commented on the Brawley Bypass ribbon cutting event and stated that there is excellent team effort in Imperial Valley. He also stated that Ms. Laurie Berman was at the event but had to return to San Diego for a California Transportation Commission (CTC) meeting. Mr. Figge stated that the stage 2 portion of the road should be open to traffic by mid April. A tentative timeframe for the completion of stage 3 of the project will be January/February 2012.
- A team building meeting is tentatively scheduled to coincide with the April TAC meeting. Information will be provided at a later time.

D. Commission Member Reports

- Sedalia Sanders added that Councilmember Jon Edney (El Centro) was also present at the Brawley Bypass ribbon cutting event and as former SCAG President was an integral part of the project, as was Ms. Rosanna Bayon Moore as former Mayor (El Centro) and Bob Ham as IVAG Regional Coordinator. Ms. Sanders apologized for having missed the event as she had prior commitments.
- Mr. Kelley informed Ms. Sanders about Ms. Shield’s comments regarding Ms. Sanders’ hard work and dedication. Mr. R. Kelley expressed his gratitude to Ms. Sanders.

VI. ACTION CALENDAR

A. Discussion and Action for an Imperial County Transportation Commission (ICTC) Strategic Planning Workshop

Mr. Baza stated that ICTC and Management Committee would like to hold a Strategic Planning Workshop that would initiate the development of a strategic plan for the Imperial Region. The workshop proposes to include elements towards the development of ICTC as an independent agency. The workshop would include the participation from City Managers, ICTC Commissioners and should last approximately 4 hours. The plan is to hire a consultant to help facilitate the workshop.

Mr. Bradshaw inquired if ICTC Management Committee was in accordance with the recommendation. Mr. Baza responded yes.

ICTC Staff and ICTC Management Committee recommended that the ICTC Commission take the following action(s), after public comment, if any:

1. Authorize staff to prepare an outline for the April 2011 Management Committee and Commission meetings.

2. Authorize staff to hold a strategic planning workshop on Wednesday, May 11, 2011 (start time and location is to be determined).

A motion was made by Gran and seconded by R. Kelley to approve 1 and 2, Motion carried unanimously.

B. City of Brawley’s Bicycle Master Plan Adoption

The City of Brawley requested that the ICTC, acting as the Regional Transportation Planning Agency, concur with their adopted Bicycle Master Plan.

After review of the plan, ICTC Staff recommended that the Commission take the following action, after public comment, if any:

1. Approve ICTC staff recommendation to support and confirm that the City of Brawley’s Bicycle Master Plan remains consistent within our region’s transportation planning efforts.

A motion was made by R. Kelley and seconded by Sanders, Motion carried unanimously.

C. City of El Centro’s Bicycle Master Plan Adoption

The City of El Centro requested that the ICTC, acting as the Regional Transportation Planning Agency, concur with their adopted Bicycle Master Plan.

After review of the plan, ICTC Staff recommends that the Commission take the following action, after public comment, if any:
1. Approve ICTC staff recommendation to support and confirm that the City of El Centro’s Bicycle Master Plan remains consistent within our region’s transportation planning efforts.

A motion was made by R. Kelley and seconded by Terrazas, Motion carried unanimously.

VII. NEXT MEETING DATE AND PLACE

The next meeting of the Imperial County Transportation Commission will be held on Wednesday, April 27, 2011 at 6:00 p.m., at the County of Imperial Board Chambers, at 940 W. Main Street, El Centro, CA.

VIII. ADJOURNMENT

Meeting adjourned at 6:45p.m.
1. Chair Hack called the meeting to order at 10:00 AM. A quorum was present. Introductions were made.

2. Minutes adopted for February 2, 2011. (Sanchez/Ceasar) **Motion carried.**

3. Approval of SSTAC Letter to UTN Panel for the FY 2011-12 Public Hearing
   - A motion was made to move this item from number 4 to number 3, before CTSA Reports. *(Ceasar/Sanchez) **Motion carried.*** A motion was made to approve the draft letter attached in the agenda back up. *(Ceasar/Sanchez) **Motion carried.*** Ms. Sanchez volunteered to read the letter at the Unmet Transit Needs Public Hearing on March 10, 2011 at 6:30 p.m. There was no opposition by SSTAC.
   - Ms. Williams stated that copies of the letter will be available for SSTAC members the day of the hearing.

4. CTSA Reports (reports and updates by Ms. Williams and Mr. Baza)
   - Reminder: FTA Section 5310 applications are due to ICTC by March 4, 2011. For more information contact the ICTC office or go directly to the CALTRANS website at [http://www.dot.ca.gov/hq/MassTrans/5310.html](http://www.dot.ca.gov/hq/MassTrans/5310.html). Mr. Aguirre stated that he will bring ARC’s application(s) in to the ICTC office on Friday. Ms. Williams asked that he provide staff 4
copies. Ms. Williams requested that Mr. Ceasar participate in the grants’ Local Review Committee (LRC). Mr. Ceasar agreed and stated that Friday, March 11, 2011 worked for him.

- The Short Range Transit Plan (SRTP) kick off meeting was held with the consultant group AECOM and went extremely well. They are an exciting team that is very passionate about the SRTP process. They may be contacting several agencies for information and input. At the end of this project a document with a 3-5 year plan will be the final product.
- The consultant team from PMC that is working on the ICTC Triennial Performance Audit visited our offices and the local transit operators in February. This project should have a final product by June 2011.
- Staff is looking at the preliminary stage of the budget for Fiscal Year 2011-12. ICTC will adopt its’ budget in the May/June timeframe.
- TDA Claim forms need to be submitted for Dial-a-Ride services for FY 2010-11.
- Ms. Williams introduced Sandi Flores, new office assistant for ICTC, and stated that ICTC is currently seeking a person for a limited term under hire administrative analyst position.
- ICTC will be relocating offices at the end of the month or beginning of April to a location on Pico and Imperial Avenues. Office space will be shared with SCAG and IVEDC staff.
- The Caltrans planning grants deadline is in March. ICTC will be submitting 2 applications. One is for a proposed Intermodal Transit Center in Calexico. The second is for a Farmworkers Transportation Study, which is a partnership with Kings County, which may lead to potential vanpool services.
- Mr. Baza stated that there may be potential opportunities to work together with Yuma Metropolitan Planning Organization (YMPO). Also, ICTC would like to eventually seek an advisory member from the Quechan or Torres Martinez Reservations to serve on the ICTC Commission.

5. Request from ARC-IV for Letter of Endorsement for FTA 5310 grant submittal
   - Ms. Williams asked members to consider the draft letter as requested by ARC in support of its 5310 grant submittal. A motion was made and seconded to adopt the letter as drafted. (Aguirre/Ceasar) Motion carried. Chairman Hack signed the letter and a copy was given to ICTC staff for their records.

6. Operator Reports
   - Ms. Williams reported that Mr. Jones, IVT Manager, was not present due to a CHP inspection of the IVT facilities.
   - Mr. Arguelles, City of Calexico, stated he had no new reports on the Dial-A-Ride.
   - Mr. Aguirre reported that AIM Transit and Med-Express are both doing great. He also thanked SSTAC members for their support letter for ARC-IV’s 5310 grant submittal.
   - Mr. Aguirre stated that currently they are paying $3.39 a gallon for fuel.

7. General Discussion
   - Mr. Ceasar gave an update on the construction of the entrances at IVC. There are two new entrances on Aten Rd. and Highway 111. Traffic flow is good and there have been no accidents. Mr. Aguirre stated that they are happy with the improvements IVC has made.
   - Ms. Williams stated that that the IVC construction on phase II of the IVC Transfer Terminal is due to be completed by the end of May. AIM buses will have two drop off/pick up locations.
   - Chairman Hack shared that Peoples’ First had a pancake breakfast in which they raised $1000.
   - The Peoples’ First Conference will be held on March 5, 2011 and the location is at 8th Street and Olive Avenue in El Centro. The theme at the conference will be “Black and White.”

8. Ms. Williams stated that staff will contact everyone for the next meetings’ location and time. Meeting adjourned at 10:45 a.m.
DISCUSSION CALENDAR

A. STRATEGIC PLANNING WORKSHOP
April 8, 2011

ICTC Management Committee
Imperial County Transportation Commission
940 Main Street Suite 208
El Centro, CA 92243

SUBJECT: Discussion regarding the Strategic Planning Workshop to be held in May 2011

Dear Committee Members:

As previously discussed and confirmed by the ICTC Board, staff was directed to begin preparation for the Strategic Planning Workshop. To assist our discussion I have attached three examples of workshop approaches in Appendices A through C. Additionally, staff will provide a draft outline and agenda for discussion as we prepare for our scheduled workshop on May 11, 2011.

Sincerely yours,

MARK BAZA
Executive Director

MB/cl

Enclosures
Reviewing Objectives and Strategies: A Planning Task for Managers

Cyril R. Mill

Goals

- To review and evaluate an organization’s accomplishments of the past year.
- To clarify and reaffirm the organizational mission.
- To prepare objectives and action steps for major organizational efforts in the next year.

Group Size

Eight to twelve people who comprise the top management of an organization or organizational unit, including the chief executive officer.

Time Required

Approximately three hours.

Materials

- At least six copies of the Reviewing Objectives and Strategies Sheet for each participant.
- Blank paper and a pencil for each participant.
Newsprint and felt-tipped markers.
Masking tape.

**Physical Setting**

One large room furnished with a work table, chairs, and easel for newsprint. Smaller rooms, furnished similarly, for individual or small-group work are helpful but not necessary.

**Process**

1. The facilitator reviews the goals of the activity (which have been listed previously on newsprint) and indicates that these goals will serve as the agenda for the session and that the majority of the time will be spent on the third goal.

2. Explaining that planning must be based on some data, the facilitator invites the participants to review the organization's accomplishments for the past year. The facilitator leads the group in brainstorming answers to the question “What have we accomplished during the past year?” The facilitator may ask prodding questions during this step and/or may post a list to encourage the participants to think in terms of such things as size, growth, profit, new organizational structures, new policies, new personnel, new technical resources, new linkages to outside groups, impact on the market or community, events (e.g., conferences), awards, and new learnings. All answers are listed on newsprint, and the list then is reviewed to eliminate redundancies and nonpertinent items. (Fifteen minutes.)

3. Immediately following the brainstorming phase, the facilitator distributes blank paper and pencils to the participants and asks for a rating of degree of individual satisfaction with the past year. Each member is directed to prepare a rating based on the following scale:

I feel satisfied (or dissatisfied) with what we have done, to the following extent:

<table>
<thead>
<tr>
<th>Very Dissatisfied</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>Very Satisfied</th>
</tr>
</thead>
</table>

(Five minutes.)
4. The ratings are collected, and the results are posted on newsprint on a single scale so that everyone can see the overall ratings. The facilitator solicits comments on the ratings. (Ten minutes.)

5. The brainstorming procedure is repeated for the question “What have been our organizational failures or shortcomings during the past year?” (Participants may be reluctant to speak openly about failures because these often are perceived as personal—rather than as organizational—weaknesses. If this proves to be the case, before beginning the brainstorming activity, the facilitator can initiate a standard of confidentiality and discuss the issue of openness in confronting weaknesses.) (Ten minutes.)

6. The list of organizational weaknesses is reviewed and narrowed down by the participants. (Ten minutes.)

7. The facilitator introduces the goal of clarifying and reaffirming the organizational mission by commenting on the following points:
   - A management team should be clear about and in agreement on the organization’s mission.
   - All activities of an organization should help to achieve its mission.
   - A mission statement may be a phrase, a few sentences, or even a lengthy document.

8. The facilitator announces that the group’s task at this point is to state the organization’s mission in a few sentences with which all agree. The facilitator serves as process and catalytic consultant during the group’s discussion, which concludes with the writing of a mission statement on newsprint. Guidelines for the discussion may include:
   - State a goal rather than operations. A mission is more related to purpose than it is to activities.
   - A statement can be too broad or too narrow, thus limiting its usefulness. Avoid high-sounding generalities as well as specifics.
   - The statement should distinguish this organization from others.
   - Throughout the discussion, be alert to problems of interpretation or emphasis and work to clarify and rationalize these differences.
   (Thirty minutes.)

9. The facilitator explains that the third goal, to prepare objectives and action steps for the next year, will be accomplished in two phases. In the first phase, which will take about thirty minutes, the participants will work
individually on familiar material; in the second phase, the group members will work together in planning new organizational efforts.

The facilitator gives each participant six copies of the Reviewing Objectives and Strategies Sheet and instructs the participants that they may either work individually or consult freely with one another and that their task is to prepare as many objectives and strategies as they can, limiting themselves to present operations and ongoing tasks. The facilitator states that the emphasis of the activity is on quantity of ideas rather than on technicalities and reminds the group members that an objective is simply a statement of intention, whereas strategies are statements of steps that one will take to reach the objective. (Thirty minutes.)

10. After thirty minutes, the participants are directed to tape their Reviewing Objectives and Strategies Sheets to newsprint sheets and to post them around the room so that everyone can walk around and read them. (Twenty minutes.)

11. The facilitator leads the group in compiling a listing of new areas in need of planning, using data from the group’s list of organizational weaknesses, objectives generated from the activity just completed, and the group members’ further reflections. A sheet of newsprint, titled “Changes We Want to Effect,” is posted, and suggestions are listed on this. (Twenty minutes.)

12. The facilitator helps the group to discuss and select items from the list. As each item is examined, a written statement of objective, along with planned action steps, responsibilities, and resources is compiled and posted. (Thirty minutes.)

13. The group reviews the statements, summarizing and categorizing wherever possible. (The facilitator may suggest that the posted material be distributed in typewritten form as the work plan for the coming year.) The participants then identify any issues not raised thus far; these are written on newsprint and preserved as agenda for future staff meetings. (Twenty minutes.)

Variations

- If the group has difficulty in working through an issue during step 12, the facilitator can direct the participants to form three groups and announce that the task for each subgroup is to prepare three charts as follows:
Chart I. State the issue or the problem.
   a. What do we do well?
   b. What do we do poorly?

Chart II.
   a. Write a pessimistic statement that describes our approach to _____________________________.
   b. Write an optimistic statement that describes our approach to _____________________________.

Chart III.
   a. What objectives must be established to move from the pessimistic statement to the optimistic one? List three to five objectives that are clear and measurable.
   b. What strategies must be followed to accomplish each objective? List as many as are needed and indicate the resources that are needed.

If a block of time devoted to “thinking about the future” would be more productive than steps 7 or 9, the following procedure can be used:

- The facilitator comments that even though the future is unpredictable, it can be useful to ask “what might happen” and “how would we cope?”
- The facilitator divides the participants into three groups, distributes four sheets of newsprint and felt-tipped markers to each subgroup, and gives the following instructions:
  “Your subgroup’s task for the next ten minutes is to identify four significant trends, internal or external to the organization, that could have an impact within five years on your operation. Consider the four trends as future problems with which your subgroup will have to grapple. Write a trend or problem at the top of each of the sheets of newsprint.”

- Each subgroup is directed to give two of its newsprint sheets to each of the other subgroups. Each subgroup now has four new problems with which to work. The facilitator then gives the following instructions:
  “Identify strategies to cope with each of the problems you have received. Be as imaginative as you wish, but do not assume that you will have unlimited resources of money or personnel. Write your solutions for each problem on the sheet of newsprint.” (Forty minutes.)
- The facilitator suggests that, as each solution is presented, the members feel free to cheer and clap to show approval of a solution as well as to boo and hiss to show their disapproval.

- The activity and instructions can be modified to meet the needs of temporary task groups by having the task-group members review their efforts to date and their strategies for the accomplishment of their task.

REVIEWING OBJECTIVES AND STRATEGIES SHEET

1. Objective: (What is your intention; what do you plan to achieve? What end result do you want?)

2. Strategies: (What action steps will be necessary to reach the objective? If you are not the person to take these steps, identify the person who is.)
   a.
   b.
   c.
   d.
3. Who will be responsible?

4. Resources needed: (If money or people or other resources are needed for this item, indicate them here.)
40. Sample Design #6 – Core Program Development

**Specifications:** This is a session for a long-established department or division within an organization that has lost its focus. The members now wish to review what they’re doing and get back on track to achieve their main business. All of the members know each other, **there are 24 people**, and the session is planned to last from 8:30 a.m. to 4:30 p.m.

<table>
<thead>
<tr>
<th>Agenda</th>
<th>Process Design Notes</th>
</tr>
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<tr>
<td><strong>Welcome and agenda overview</strong></td>
<td>- Review the purpose of the meeting and how the day will be managed.</td>
</tr>
<tr>
<td>(5 minutes)</td>
<td></td>
</tr>
<tr>
<td><strong>Context setting</strong></td>
<td>- Senior manager puts the core program challenge into clear context, clarifies the empowerment of the group to make recommendations and take action, and his or her hopes and fears.</td>
</tr>
<tr>
<td>(25 minutes)</td>
<td>- Question and answer session to get clarity on any issues members may have.</td>
</tr>
<tr>
<td><strong>Hopes, fears and norms</strong></td>
<td>- Facilitator asks everyone to choose a partner. Partners interview each other:</td>
</tr>
<tr>
<td>(20 minutes)</td>
<td>- Hopes: What would be the best outcome today?</td>
</tr>
<tr>
<td></td>
<td>- Fears: What’s the worst thing that could happen?</td>
</tr>
<tr>
<td></td>
<td>- Norms: What rules or guidelines should we impose on ourselves to overcome the potential pitfalls of a core business discussion?</td>
</tr>
<tr>
<td></td>
<td>- Partners report back information discussed.</td>
</tr>
<tr>
<td></td>
<td>- Flip chart norms for setting group parameters.</td>
</tr>
<tr>
<td><strong>Environmental scan</strong></td>
<td>- In the same room, divide members into subgroups of six people.</td>
</tr>
<tr>
<td>(30 minutes)</td>
<td>- Ask each group to choose a facilitator. Have them discuss:</td>
</tr>
<tr>
<td></td>
<td>- What is happening around us? (In the marketplace/community/government, etc.)</td>
</tr>
<tr>
<td></td>
<td>- What trends will impact on us?</td>
</tr>
<tr>
<td></td>
<td>- Hold a brief plenary to share ideas between the subgroups.</td>
</tr>
<tr>
<td></td>
<td>- Synthesize all ideas together on a flip chart.</td>
</tr>
<tr>
<td></td>
<td>- Post summary on the wall.</td>
</tr>
<tr>
<td><strong>Customer profile</strong></td>
<td>- The same subgroups choose a new facilitator and discuss:</td>
</tr>
<tr>
<td>(30 minutes)</td>
<td>- <strong>Who are our customers today?</strong> (describe)</td>
</tr>
<tr>
<td></td>
<td>- <strong>Who will our customers be tomorrow?</strong></td>
</tr>
<tr>
<td></td>
<td>- <strong>Who are these customers — what do they want?</strong></td>
</tr>
<tr>
<td></td>
<td>- Hold a brief plenary to share ideas.</td>
</tr>
<tr>
<td></td>
<td>- Post the customer profile.</td>
</tr>
<tr>
<td><strong>Current focus</strong></td>
<td>- Ask subgroups to create a profile in response to the question:</td>
</tr>
<tr>
<td>(30 minutes)</td>
<td>- What business are we currently in?</td>
</tr>
<tr>
<td></td>
<td>- What are our current products and services?</td>
</tr>
<tr>
<td></td>
<td>- When the products and services list is complete, pull together a complete list and write down the left hand column of a Criteria-Based Decision Grid</td>
</tr>
<tr>
<td></td>
<td>- Post the grid, but don’t develop it further at this time.</td>
</tr>
<tr>
<td><strong>Strengths analysis</strong></td>
<td>- Have members return to subgroups and choose the next facilitator (30 minutes) to discuss:</td>
</tr>
<tr>
<td>minutes)</td>
<td>- <strong>What are our current strengths and capabilities?</strong></td>
</tr>
<tr>
<td></td>
<td>- <strong>What are we especially skilled at?</strong></td>
</tr>
<tr>
<td></td>
<td>- Hold a brief plenary to share ideas between groups. Post</td>
</tr>
</tbody>
</table>

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# Sample Design #6 - cont’d

<table>
<thead>
<tr>
<th>Agenda</th>
<th>Process Design Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Visioning</strong></td>
<td>• Reassemble entire group and ask each person to find a blank piece of paper. Allow up to ten minutes for individuals to answer the following questions without talking to another member. Imagine that today is exactly three years from now and we are hugely successful:</td>
</tr>
<tr>
<td>(60 minutes)</td>
<td>Who are our customers?</td>
</tr>
<tr>
<td></td>
<td>What distinguishes us from the competition?</td>
</tr>
<tr>
<td></td>
<td>What specific results have we achieved?</td>
</tr>
<tr>
<td></td>
<td>• Once individuals indicate that they have answered the questions, have everyone find a partner and proceed as per the instructions for <em>Visioning</em>.</td>
</tr>
<tr>
<td></td>
<td>• Facilitate a plenary discussion to synthesize ideas. Ensure there is clarity about the desired future of the organization.</td>
</tr>
<tr>
<td></td>
<td>• Help members write a statement that describes what their core business needs to be.</td>
</tr>
<tr>
<td></td>
<td>• Post the statement and key points on the wall.</td>
</tr>
<tr>
<td><strong>Mid-point check</strong></td>
<td>• Post a mid-point check survey on the wall and ask members to respond to the questions as they leave for lunch or a break. These can be about progress being made, the process, the pace, etc.</td>
</tr>
<tr>
<td>(15 minutes)</td>
<td>• When the meeting resumes, review the ratings and make improvements.</td>
</tr>
<tr>
<td><strong>Ranking products and services</strong></td>
<td>• Return to the decision grid. Down the left side add any future activities, products or services that were agreed to in the visioning exercise.</td>
</tr>
<tr>
<td>(45 minutes)</td>
<td>• Facilitate a discussion to establish criteria to rank the items. Potential criteria can include:</td>
</tr>
<tr>
<td></td>
<td>• Supports the core business</td>
</tr>
<tr>
<td></td>
<td>• High profitability</td>
</tr>
<tr>
<td></td>
<td>• Builds on current strengths</td>
</tr>
<tr>
<td></td>
<td>• Meets a growing customer need, etc.</td>
</tr>
<tr>
<td></td>
<td>• Write the criteria along the top of the decision grid, then other items. Assign weights of 1x, 2x, and 3x.</td>
</tr>
<tr>
<td></td>
<td>• Have each person do his or her own ranking. Then ask members to write their rankings on the chart.</td>
</tr>
<tr>
<td><strong>Ranking analysis</strong></td>
<td>• When all rankings are tabulated, ask subgroups to hold discussions to analyze the rankings:</td>
</tr>
<tr>
<td>(80 minutes)</td>
<td>What do the rankings tell us we should be focusing on in support of our core business?</td>
</tr>
<tr>
<td></td>
<td>What do we need to start doing?</td>
</tr>
<tr>
<td></td>
<td>What do we need to keep on doing?</td>
</tr>
<tr>
<td></td>
<td>What do we need to stop doing?</td>
</tr>
<tr>
<td></td>
<td>• Facilitate a plenary to synthesize ideas and reach agreement on priorities for action.</td>
</tr>
<tr>
<td></td>
<td>• Categorize activities/programs/services under three headings:</td>
</tr>
<tr>
<td></td>
<td>New activities that need to be developed;</td>
</tr>
<tr>
<td></td>
<td>Existing activities to be trimmed;</td>
</tr>
<tr>
<td></td>
<td>Existing activities to be eliminated.</td>
</tr>
<tr>
<td><strong>Strategy development</strong></td>
<td>• Post the activities under the three headings and let members sort themselves according to their skills, interests and knowledge.</td>
</tr>
<tr>
<td>(90 minutes)</td>
<td>• Have subgroups take responsibility for developing action plans that develop new opportunities, reduce activity or divest</td>
</tr>
</tbody>
</table>

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**Sample Design #6 - cont’d**

<table>
<thead>
<tr>
<th>Agenda</th>
<th>Process Design Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy Development, cont’d</td>
<td>programs. The process for strategy development can center around the following questions:</td>
</tr>
<tr>
<td></td>
<td>What’s involved in starting/trimming/stopping this activity? List steps.</td>
</tr>
<tr>
<td></td>
<td>Who’s likely going to be affected?</td>
</tr>
<tr>
<td></td>
<td>What are the implications?</td>
</tr>
<tr>
<td></td>
<td>What’s the likely cost-benefit?</td>
</tr>
<tr>
<td></td>
<td>What are the next steps: what should be done, how, by whom, when, and with what result?</td>
</tr>
<tr>
<td></td>
<td>• Hold a plenary to share ideas and have all action plans ratified by the whole group.</td>
</tr>
<tr>
<td></td>
<td>• Help the group members identify how and when they will monitor and report on progress.</td>
</tr>
</tbody>
</table>

| Evaluation                    | • Evaluate member satisfaction by asking each person to comment (20 minutes) on his or her feelings about the day. Compare these with hopes and fears set at the start. |

| Adjourn                       | • Ensure that there are clear next steps in place. Help members identify the time, place and purpose of their next meeting. |
Board and Staff Strategic Planning Processes

**Abbreviated Workplan**

- **Typical Format**
  - Day-long retreat (plus time to plan retreat)
  - Follow-up meeting(s) by staff to develop detailed annual operating plan to implement Strategic Plan
- **Typical Time-Frame**
  - One or two days (may need additional meeting(s) to discuss all issues & agree on priorities)
  - Time for staff to develop annual plan
- **Typical Products**
  - Strategic planning document (3-8 pages) including: mission statement; summary of strategies and list of long-term & short-term program and management/priorities; and detailed annual operating plan (prepared by staff)

**Moderate Workplan**

- **Typical Format**
  - One or two days of larger group meetings (meetings of entire Board and line staff may meet prior to larger group meetings)
  - A few Planning Committee meetings to discuss past strategies, current issues, and future priorities
  - May include some collection of data regarding the external environment and stakeholder expectations and needs
- **Typical Time-Frame**
  - One to three months to complete process
  - Time for staff to develop annual plan
- **Typical Products**
  - Strategic planning document (8-12 pages) including: mission statement; summary of strategies; list of long-term & short-term program and management/priorities; program and management/operations goals & objectives (optional); summary of environmental assessment (optional); and detailed annual operating plan (prepared by staff)
Extensive Workplan

- Typical Format
  - Meeting(s) to assess strategic issues, organizational readiness & participation in the planning process
  - Meeting(s) to orient Planning Committee regarding process and planning language; review of organizational history & profile, previous & current strategies, and development of information gathering plan
  - Retreat(s) of Board and staff to review organization’s history, mission & vision statements, SWOT analysis, and discussions of issues, possible strategies & priorities
  - Planning Committee meeting to identify external stakeholders and how to involve them in the process
  - External stakeholder input through surveys, interviews or focus groups; staff input through assessment of programs and program evaluation; other data collection as needed
  - Planning Committee meeting(s) to review external & internal environment information collected, the interplay of SWOT and competitive analysis of programs
  - Planning Committee meeting(s) to discuss strategic issues, determine core future strategies & possible long-term/short-term priorities
  - Planning Committee meeting(s) to review proposed future program portfolio and short-term and long-term program & management/operations priorities
  - Planning Committee meeting(s) to develop/review goals & objectives
  - Planning Committee meeting(s) to review & modify Strategic Plan
  - Board of Directors meeting to approve Strategic Plan
  - Follow-up staff meeting(s) to develop detailed annual operating plan

- Typical Time-Frame
  - Four to eight months to complete process

- Typical Products
  - Extensive Strategic planning document (12-40 pages) including:
    - mission statement; strategic issues and core strategies; program goals & objectives; management/operations goals & objectives; summary of planning process; appendices- summary of environmental assessment, in-depth analysis from client/customer surveys and stakeholder comments; and detailed annual operating plan (prepared by staff)
A. FEDERAL (FTA) SECTION 5310 GRANT PROGRAM FOR ELDERLY AND DISABLED TRANSPORTATION SERVICES
April 6, 2011

ICTC Management Committee
Imperial County Transportation Commission
940 Main Street, Suite 208
El Centro, CA 92243

SUBJECT:   Federal Transit Administration (FTA) Section 5310 Grant Program for Elderly and Disabled Transportation Services

Dear Committee Members:

Caltrans administers a federal grant program specifically designed for non-profit agencies to acquire vehicles and other related equipment in support of transit services. The program is designed for non-profit agencies providing, or capable of providing social services transportation. This application cycle, ICTC staff were aware that there were several non-profit agencies that may wish to take advantage of the FY 2011-12 FTA 5310 Grant program. The program is competitive locally and also on a statewide basis.

The Local Review Committee (LRC) was formed to critique and evaluate the application(s) as a part of the initial submittal process. On March 11th, 2011 the LRC met to review and score the applications. The LRC consisted of two representatives from the ICTC-CTSA and a SCAG representative. The LRC has developed its recommendations regarding the ranking of the applications to ICTC for formal approval.

This year, one application with three parts was received from ARC-Imperial Valley. This application is requesting three (3) vehicles which include: three (3) replacement vehicles for ARC-Imperial Valley Paratransit Services. In addition an application for a replacement minibus was received from Community Catalysts. These services will not be under contract with a public agency but under contracts with other social service agencies within the community.

Caltrans requires as a course of business, ICTC certify that Section 5310 applications have been included in a public participation and comment process. In addition, Caltrans requires that ICTC will entertain an appeals process, should one be required regarding the ranking of the applications.

CITIES OF BRAWLEY, CALEXICO, CALIPATRIA, EL CENTRO, HOLTVILLE, IMPERIAL, WESTMORLAND, IMPERIAL IRRIGATION DISTRICT AND COUNTY OF IMPERIAL

KSW\projects\ICTC\5310mc 2011
The review process is complete, no comments have been received, and no appeals have been lodged with regards to the ranking of the applications to date.

It is requested that the ICTC Management Committee forward this item to the ICTC Commission for their review and approval:

1. Adopt the following listing of scores by project listing after an opportunity for public comment.

2. Authorize the Chairman to sign the resolution as required by Caltrans.

3. Authorize staff to forward documentation to Caltrans for entry into the Statewide competitive process.

Sincerely yours,

MARK BAZA
Executive Director

BY: [Signature]

Kathi Williams
Administrative Analyst III

MB/ksw/cl

attachments
**ICTC FY 2010-11 FTA 5310 Grant Project Rating Worksheet**

**Agency:** Imperial County Transportation Commission  
**RTPA:** Imperial County Transportation Commission

<table>
<thead>
<tr>
<th>Project Request</th>
<th>If Replacement Vehicle - VIN</th>
<th>Sect I (Max 32pts)</th>
<th>Sect II (Max 18pts)</th>
<th>Sect III (Max 20pts)</th>
<th>Sect IV (Max 30pts)</th>
<th>Total (Max 100pts)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 ARC Paratransit Services</td>
<td>11365</td>
<td>32</td>
<td>18</td>
<td>15</td>
<td>18</td>
<td>83</td>
</tr>
<tr>
<td>2 ARC Paratransit Services</td>
<td>61269</td>
<td>32</td>
<td>18</td>
<td>15</td>
<td>18</td>
<td>83</td>
</tr>
<tr>
<td>3 ARC Paratransit Services</td>
<td>11366</td>
<td>32</td>
<td>18</td>
<td>15</td>
<td>18</td>
<td>83</td>
</tr>
<tr>
<td>4 Community Catalysts</td>
<td>N/A</td>
<td>22</td>
<td>11</td>
<td>13</td>
<td>16</td>
<td>62</td>
</tr>
</tbody>
</table>

Ksw\projects\fia\5310\2010-11\ICTC FTA 5310 project rating worksheet
RESOLUTION ______ OF
THE IMPERIAL COUNTY TRANSPORTATION COMMISSION (ICTC)

MAKING A DETERMINATION AS TO GRANT APPLICATIONS RECEIVED
UNDER THE FEDERAL TRANSIT ADMINISTRATION (FTA) SECTION 5310 PROGRAM
FOR IMPERIAL COUNTY

WHEREAS, the Imperial County Transportation Commission ("ICTC") is the designated Transportation
Planning Agency for the County of Imperial; and

WHEREAS, ICTC has appointed a Local Review Committee to evaluate and score local project
applications in order to ensure that limited resources are used to fund the most effective programs; and

WHEREAS, one application was received containing three (3) parts, and one application was received
containing one (1) part from eligible agencies and are recommended by the Local Review Committee for
funding; and

WHEREAS, an opportunity for public comment and appeal was given in Imperial County on April 27,
2011, after sufficient notice was given, and;

THEREFORE, BE IT RESOLVED that the ICTC hereby resolves that the applications as submitted by
ARC – Imperial Valley and Community Catalysts, are consistent with the local area Regional
Transportation Planning process; and

BE IT FURTHER RESOLVED that the ICTC hereby endorses these application(s) and authorizes their
submittal to the State Department of Transportation for entry into the statewide competitive process.

PASSED AND ADOPTED at a regular meeting of the Imperial County Transportation Commission held
on ____________________________.

By: ____________________________
Chairman of the Commission

ATTEST:

By:

______________________________
Cristi Lerma
Secretary to the Commission
ACTION CALENDAR

B. ADOPTION OF AN ICTC PUBLIC PARTICIPATION PROCEDURES
April 8, 2011

ICTC Management Committee
Imperial County Transportation Commission
940 Main Street Suite 208
El Centro, CA 92243

SUBJECT: Transit Public Participation Plan

Dear Committee Members:

A Transportation Planning Agency is required to have a Public Participation Plan in place. The Plan essentially provides guidance to staff regarding the public participation requirements for federally funded transit grant activities. This primarily centers around notification to the public at large regarding potential changes to public services that involve specific significant changes (i.e. reductions) in transit services and fare changes (i.e. increases).

It is requested that the ICTC Management Committee forward this item to the ICTC Commission for their review and approval.

1. Adopt the ICTC Public Participation Plan

2. Direct staff to forward the document to Caltrans and the Federal Transit Administration (FTA)

Sincerely yours,

MARK BAZA
Executive Director

BY:  

Kathi Williams
Administrative Analyst III
Public Participation Procedures

April 2011
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I. PURPOSE

The purpose of a public participation plan is to ensure a proactive public involvement process that assures the opportunity for the public to be involved in all phases of the regional planning process by providing complete information, timely public notice, opportunities for making comments, full access to key decisions, and early and continuing involvement in developing transportation plans and programs. When the public is engaged in the process, their feedback helps assure projects address community needs. The Imperial County Transportation Commission (ICTC) is a subregion of the Southern California Association of Governments (SCAG) in which SCAG acts as the Metropolitan Planning Organization (MPO) for the County of Imperial. Therefore, ICTC will comply with the requirements listed in SCAG’s public participation plan. In the event of a conflict between ICTC’s Public Participation Plan and SCAG’s Public Transportation Plan, SCAG’s Public Transportation Plan shall supersede ICTC’s Public Participation Plan.

Within these programs the following components are defined for the purpose of establishing the proper participation protocols:

A) Transportation Improvement Program (TIP): The Transportation Improvement Program represents the project selection document for federally-funded projects. Project priorities are indicated by the year the project is programmed. For federally-funded projects, the year programmed as indicated in the TIP refers to the Federal fiscal year ending September 30th. Under federal guidelines, the TIP is a sequential, multi-year (3-5 years) program of transportation projects which is consistent with and implements the goals and objectives as described in the approved Regional Transportation Plan.

B) Regional Transportation Plan (RTP): This long-range plan (covering a span of 20 years) developed under Federal Transportation Planning Guidelines is designed to provide the continual development of a complete, dependable, efficient, safe, aesthetic, and economical regional transportation system.
   a. Local Long Range Plan
   b. Long Range Transit Plan
   c. Non-Motorized Transportation Plan
   d. Rail Element

C) Air Quality Conformity Analysis (AQCA): SCAG has the responsibility to ensure that the transportation plans and programs within the SCAG planning boundaries conform to the state and national air quality plans and standards. Specifically, the emissions generated from proposed projects in ICTC’s Short Range Transportation Improvement Program and the twenty year Regional Transportation Plan must be consistent with and conform to air quality standards. SCAG is required to undertake an air quality conformity analysis for two specific reasons: (1) to ensure that transportation investments (projects), strategies and programs, taken as a whole, have air quality impacts consistent with and conforming to state and national air...
quality plans and standards; and (2) to ensure that neither the transportation system as a whole nor individual transportation projects cause new air quality violations or worsen existing conditions.

D) **Environmental Documents (ED):** Those documents developed by the ICTC or SCAG that relate directly to environmental clearance as may be required.

E) **Major Transit Service Reductions (MTSR):** Any reduction in transit service that results in a decrease of more than 20% of the routes or 20% of the operating hours in a fixed route service or a reduction of more than 20% of the service area for paratransit/demand response.

F) **Transit Fare Increase (TFI):** Any percentage of increase in public transit fares which economically affects the general public of the fixed route and paratransit/demand response services.

G) **Overall Work Program (OWP):** Each Fiscal Year both SCAG and ICTC are responsible to develop work programs that describe our respective transportation planning activities for the upcoming fiscal year. The OWP also includes those transportation planning activities and studies required by federal and state law and authorized by the SCAG Regional Council and ICTC Board. These related planning studies address the overall social, economic and environmental effects of transportation decisions in the region.

II. PUBLIC PARTICIPATION

Public participation means participation in planning by people (public) outside the Imperial County Transportation Commission (ICTC) and its member entities, by planning and engineering professionals and by those who are not professional planners or government officials. It is a process of taking part in the transportation planning and decision-making affecting the community. Ensuring a strong public involvement process that includes a diversity of perspectives will help ICTC build a strong regional understanding of transportation needs.

ICTC committee efforts to secure participation will be targeted to stakeholders, who are individuals, or entities that could be significantly affected by the transportation planning recommendations or could significantly influence implementation. Stakeholders include, but are not limited to: the general public; low income, minority and disabled advocates and communities; Native American Tribal Governments; neighborhood representatives; chambers of commerce; special transportation interests such as freight shippers, transit users and bicycle organizations; local officials; military installations; and federal and state transportation agencies.

A. Why ICTC needs the public involved in Transportation Planning:

1. The public has the right to have a voice in all matters of public policy, including planning.
2. The public can provide the information needed to develop, maintain, and carry out an effective transportation plan. Planning staff, consultants and local officials need comments from those who know the community: the people who live and work there.

3. Involvement informs and educates the public about transportation planning and creates an informed community, which in turn leads to better planning.

4. A primary goal of participation is to enable public ownership of the plan. It fosters cooperation among the public and between them and ITC.

B. The public participation plan contains the following elements:

1. Involvement Opportunities
   Provide the opportunity for the public to be involved in all phases of the planning process. See Sections III, VI and VII for details.

2. Communication
   Establish mechanisms for maintaining communications between the public and local officials such as processes like mailings, legal ads, displays and newsletters. See Section IV for details.

3. Information
   Assure that technical information is available and in simplified, understandable form. See Section V for details.

4. Response to Public Input
   A description of the methods used to respond to comments from the public. See Section VIII for details.

5. Advisory Committees
   The use of the committees and the means of providing a cross-section of affected citizens on the advisory committees. See Section IX for details.

III. PUBLIC PARTICIPATION PROCESS

To have a proactive public involvement process, ITC’s goal will be to provide a public comment period of 30 days on the proposed public participation procedure to be used in transportation planning process. The procedures will inform the public about how, when, and where they may participate. Public notification will be as provided in Section IV.

IV. PUBLIC NOTICE

A. Official notification of meetings, hearings or other significant events will be provided in the following manner:
1. Publication will be at least fifteen to thirty days prior for public hearings. An explanation of the content, along with the date, time and the place of the meeting will be published in both English and Spanish at least once in a newspaper of general circulation in the Imperial Valley area.

2. Publication will be in accordance with the Brown Act and as considered an adequate period for public workshops and regular Council meetings. For workshops, an explanation of the content, along with the date, time and the place of the meeting will be published in both English and Spanish at least once in a newspaper of general circulation in the Imperial Valley area.

3. The official public hearing legal notice will be published in the legal section of the newspaper.

B. ICTC will also utilize the following techniques to disseminate the information to a larger audience when necessary:

1. Information regarding meetings and events will be placed on the ICTC web site: www.imperialctc.org
2. Public Service Announcements and interviews on radio, government cable, and television to explain subject matter and promote participation.
3. Articles and Press Releases for the newspaper or other widely circulated publications.
4. Mass mailings through utility bills, newspaper ads, community newsletters, or other documents that are periodically issued to the community at large.
5. Use of advisory committees for community involvement.
6. Informal presentations at regional sites, open houses, round tables, or other community forums.
7. Formal presentations to various service clubs, civic and professional groups.
8. Mailings to select individuals, groups or interests that have expressed interest or made comments at meetings.

V. ACCESS TO INFORMATION

ICTC will provide the public with reasonable and timely access to technical and policy information relating to the data or content used in the development of transportation plans, programs and projects. Standard documents will be available on the ICTC web site www.imperialctc.org and at the ICTC office 1405 N. Imperial Ave Suite 1, El Centro, CA 92243 during normal working hours, 8:00 AM to 5:00 PM.
VI. PUBLIC MEETINGS

Public information meetings will be held at various Imperial County area locations to inform the public of the planning process and to solicit ideas, input and feedback. Public hearings and public information meetings will be held at locations accessible to and at times convenient to minority and disabled residents. The intent of holding public informational meetings at diversified locations is to solicit broad public comments. General locations of meetings will be in the City of Brawley, City of Calexico, City of Calipatria, City of El Centro, City of Holtville, City of Imperial, and the City of Westmorland.

Notice of public hearings and public informational meetings will be given in accordance with and as listed in Section IV. A reasonable attempt will be made to notify organizations representing minority and disabled people and a request made that they provide their members with meeting notice and information.

Reasonable accommodations will be provided for persons with disabilities. Interpreters may be provided to accommodate Spanish-speaking individuals.

VII. VISUALIZATION

In order to ensure that the public is able to visualize the potential impact of any particular transportation or planning project, the ICTC may provide visual aids at public meetings. The visual aids may include but are not limited to the following types:

- A) Power Point Presentations
- B) Story Boards
- C) Project Renderings
- D) Regional and Project Level Maps
- E) Satellite Photos/Spatial Imagery
- F) Project Site Photos
- G) Charts and Graphs
- H) “Before and After” Depictions

VIII. OPPORTUNITIES FOR PARTICIPATION

The ICTC will take a proactive approach to providing the opportunity for the public to be involved early and with a continuing involvement in all phases of the planning process. Extensive public notice will be undertaken of public information meetings and hearings as listed in Section IV and access to information as listed in Section V. Prior to the beginning of the public participation process, a list of names and addresses of citizens and organizations will be developed that will be contacted on a continued basis to serve as a base of interested citizens for input and comment. This list will be expanded as additional citizens attend the informational public meetings and make comments.
IX. CONSULTATION WITH REGIONAL PARTNERS

ICTC will coordinate meetings with local, state, regional, and tribal entities that are affected by its planning projects. For example, ICTC may host a meeting(s) to review and receive comments concerning transportation-related projects in addition to mass mailings and all other official comment periods. Below is a general list of the regional partners that should be invited to participate, and the list should be updated to reflect changes in federal and state transportation planning regulations.

- Air Pollution Control District
- Bureau of Indian Affairs
- California Department of Transportation
- Federal Highway Administration
- Federal Transit Administration
- National Park Service
- Native American Tribal Governments - Quechan and Torres Martinez
- Naval Air Force Base – El Centro
- State Department of Fish and Game
- U.S. Army Corps of Engineers
- U.S. Department of the Interior (the Bureau of Reclamation and Land Management)
- U.S. Environmental Protection Agency
- U.S. Fish and Wildlife Service
- U.S. Forest Service

This list assumes that the local government agencies that comprise the ICTC TAC and Executive Board membership are automatically included in a Regional Partners list.

X. RESPONSE TO PUBLIC INPUT

ICTC will respond to questions and comments from the public concerning the public participation process, draft transportation plans, programs, or public agency consultation process in a timely manner and will be made directly to the individual by letter, email or telephone call or by way of a periodic newsletter. A summary analysis and report on disposition of comments may be made a part of the final plan. Rationale for policy decisions will be available to the public in writing if requested.

XI. ADVISORY COMMITTEES

Advisory committees will be formed to advise the ICTC Commission Board and staff in the preparation and review of public participation plans, transportation plans, programs, and other related matters. There are two types of committees:

A. The Technical Advisory Committee (TAC) is a permanent committee that is composed of technical, planning and or engineering staff representatives from each of the participating agencies of the ICTC. The membership is as designated by the member agencies and number of members is fixed. In addition, there are ex-officio non-voting members from the California Department of Transportation and the Air Pollution and
Control District. The TAC has an area representation makeup. Subcommittees of the TAC will be utilized to study issue areas not requiring the full TAC participation.

B. The Social Services Technical Advisory Committee (SSTAC), is a committee appointed by ICTC per the PUC 99238. The SSTAC addresses the mobility needs of the community including transit dependent, the elderly, and the disabled. The responsibilities of this committee include: Identifying the unmet transit needs within the jurisdiction, Advising ICTC on any transit matters, annually review actions and recommendations by ICTC.

C. Specific citizen advisory committees will be formed on an ad hoc basis; members will be selected for their expertise, interest, or as an affected stakeholder. Examples are representatives of interest groups, transportation agencies, minorities, disabled, or representatives of geographical areas, such as neighborhood associations. The number of committee members will vary with the purpose for which the committee is formed. All committee members will have an equal voice in deliberations.

XII. TITLE VI

As part of the transportation planning process to meet the requirements of Title VI of the Civil Rights Act of 1964 and to better serve the community ICTC will reach out to the disadvantaged to ensure participation. Members of the Commission of ICTC will continue to hold localized meetings in their respective areas where transportation issues are discussed. Advertising for major public meetings will be in both English and Spanish. Citizens that express interest or make comments at a public meeting will be put on a mailing list to be notified of other meetings and any proposed actions. Options to submit written correspondence and comments submitted via email will be allowed.

A reasonable attempt will be made to notify organizations representing minority and disabled people and a request made that they provide their members with meeting notice and information.

Attempts to have minority and disabled citizen representation on advisory committees will be made.

XIII. AMENDMENTS

Substantial changes or amendments to a transportation plan will be done only after the public has been notified of an intent to modify the plan, and only after the public has had 30 days to review and comment on the proposed substantial changes. Notice, access to information and all public meetings will be in accordance with and as listed in Sections IV, V, and VI respectively.
XIV. EXECUTIVE BOARD ACTION

The Commission of the ICTC will hold the final public hearing on the transportation plans. Notice of the time and place of the Public Hearing will be provided in accordance with the notification requirements listed in Sections IV, V, and VI. Following the Public Hearing, the adoption of transportation and related plans will be by Resolution of the Commission.

XV. FOLLOW UP

This is the initial effort of the ICTC to formalize the public participation process for transportation and related plans. This document establishes the basic techniques for disseminating the information to the public and engaging the citizens in interactive discussions about the transportation planning process.

ICTC will continue to identify and pursue other ways to increase public knowledge and participation. A review of the effectiveness of the public involvement process will be made on a triennial basis or more frequent if needed.
ACTION CALENDAR

C. ADOPTION OF AN ICTC FIXED ASSET ACCOUNTING (FAA) STANDARD PROCEDURES MANUAL
April 8, 2011

ICTC Management Committee  
Imperial County Transportation Commission  
940 Main Street Suite 208  
El Centro, CA 92243


Dear Committee Members:

The ICTC will be acquiring assets in the upcoming months in the form of furniture and vehicles. Therefore, a fixed assets accounting procedures manual has been drafted. The document has been developed with input from the procedures manual utilized by the County of Imperial. The purpose of the FAA manual is to establish requirements for the acquisition, disposal, recording, and inventory process.

It is requested that the ICTC Management Committee forward this item to the ICTC Commission for their review and approval.


Sincerely yours,

MARK BAZA  
Executive Director

BY: [Signature]

Kathi Williams  
Administrative Analyst III

CITIES OF BRAWLEY, CALEXICO, CALIPATRIA, EL CENTRO, HOLTVILLE, IMPERIAL, WESTMORLAND, IMPERIAL IRRIGATION DISTRICT AND COUNTY OF IMPERIAL

Ksw\projects\ictc\vag\2011 faa ICTC mc
Fixed Asset Accounting
Standard Procedures

April 2011
Chapter 1

FIXED ASSET INVENTORY

PURPOSE

The purpose of this policy is

1. To establish procedural requirements associated with the acquisition, disposal, fixed asset recording and monitoring processes.

2. Define accounting policy for the following types of transactions regarding fixed asset inventory:

- Original Acquisitions
- Betterments (Improvements)
- Structures and Improvements
- Repairs
- Land
- Infrastructure
- Retirements
- Sales and Involuntary Conversions

Background

As a recipient of grant funding, the Commission must comply with various federal, state and local requirements with regard to fixed asset controls and reporting. The Commission will comply with these regulations in addition to sound fiscal management procedures within budgetary guidelines.

To ensure full compliance with the requirements of federal and state grants, the Commission has established the following procedures consistent with the general grant management procedures as provided under Federal Transit Administration (FTA) Circular 5010.1 C, under 49 U.S.C. Chapter 53, Office of Management and Budget (OMB) guidelines and U.S. Department of Transportation (DOT) policy and regulations.

General

- General equipment purchases with a life of more than one year, and a unit value of $5,000 or greater are to be capitalized and approved by the Commission. General equipment purchases less than $5,000 are considered to be office supplies.
• Groups of like designated assets individually less than $5,000, the cost of which in the aggregate exceeds $25,000 and are purchased under a program for installation over a period of time, are to be capitalized.

• In the case of grant programs that purchase Fixed Assets, the capitalization rules in the grant document override this policy, unless this policy has a lower amount.

• Additions or betterments to existing buildings that are not readily removable should be capitalized. Minimum cost to be capitalized in this respect is $50,000.

• All equipment purchases must have Commission approval prior to purchase, typically provided in the adoption of the Annual Budget and Overall Work Program, or, Capital Improvement Program.

• Computer equipment such as CPU’s, router’s, monitors and printers are deemed to be office supplies and follow the capitalization limits.

Planning Process

Management will review and evaluate the fixed asset needs of the Commission using three principle sub-functions:

1) The transit related equipment needs of the Commission should be identified through an adopted document such as the Short Range Transportation Plan (SRTP) which identifies the basic equipment replacement needs of the Commission, as well as, defining future equipment needed to implement the service plan defined in the SRTP.

2) A more detailed approach will be used for Commission and Grant funded short-term equipment needs is defined in the Capital Improvement Plan phase of the annual/bi-annual budget development process.

3) Unanticipated equipment needs that arise during the fiscal year are addressed on a case by case basis by the Executive Director.

The last method is primarily for use in Commission purchased assets or in response to emergency requirements (to be determined by the Executive Director)

Approval and Purchasing Process

Once the purchase has been approved, the Commission staff procures the item using the procedures established in the Commission’s Purchasing Manual which is based on Best Practices Procurement Procedures as defined by the FTA and Federal Highway Administration (FHA).
Monitoring Fixed Assets

1) A physical inventory of the Commission’s Fixed Assets will be conducted every two years in compliance with FTA and FHWA regulations.

2) A Subsidiary Fixed Assets Ledger will be maintained which records the following required information:
   - Description - Tag Number
   - Date in service
   - Cost of Asset
   - Funding Source(s)
   - Depreciation
   - Location
   - Condition
   - Disposal date - when applicable

The capitalization and subsequent addition to inventory is made on the payment date. Depreciation is done on a Straight Line basis. Asset life is based on GAAP guidelines.

Original Acquisitions

- For purchased items, the capitalized amount includes the sum of the purchase price or construction cost less discounts, freight or other carriage charges, sale, use or transportation taxes, and installation costs. (State of California, Accounting Standards and Procedures for Counties, Section 15.11) Installation costs include internal costs. If equipment is being installed, an estimate of the installation costs should be included in determining whether the item should be capitalized and approved by the Commission. An adjustment to the actual cost will be made after the actual billing has been issued.

- For assets donated to the Commission, the asset will be capitalized at the fair market value as of the date of acceptance by the Commission. The Commission action requesting acceptance should include the Fair Market Value (FMV) and the rationale for the valuation.

- Fixed assets constructed by the Commission are recorded in the same manner as those acquired by purchase or construction contract. Costs included are direct labor, materials, equipment usage, and overhead. Overhead is limited to those items which can be distributed on the basis of direct labor such as worker’s compensation, employee group insurance premiums, retirement costs, sick leave, and vacation allowances.
Structures and Improvements

- The capitalized cost of structures and improvements will include the purchase price of construction costs, fixtures attached to the structure, architect’s fees, accident or injury costs, payment of damages, insurance during construction, costs of permits and licenses, and net interest cost during construction. The capitalized cost should be reduced for sale of salvage, discounts, allowance and rebates, and amounts recovered through surrender of liability and casualty insurance.

- Interest paid during the construction period is considered a part of the cost of the asset in accordance with Statement of Financial Accounting Standards No. 34. The amount of the interest to be capitalized shall be determined in consultation with the County Auditor-Controller’s Office.

Betterments (Improvements)

- A betterment (improvement) is defined as an expenditure having the effect of upgrading an existing asset, increasing its normal rate of output, lowering its operating cost or otherwise adding to the worth or benefits it can yield.

- The total cost of a major betterment project should be accumulated until the project is completed. At that time the cost should then be added to the original cost of the asset which has been improved, so that the asset records reflect the cost of the complete asset in its improved condition.

- Minor improvements will be expensed as a repair.

Repairs

- Repairs constitute expenditures made to place and/or maintain a fixed asset in good economic condition. In general, repairs chargeable to expense will include:
  - Minor replacements or betterment to assets where no retirement is recorded.
  - Major repairs which are incurred infrequently but are made to sustain the assets in normal operating condition.
  - Minor recurring repairs which keep the asset in normal operating condition.
  - Preventative maintenance costs.
Land

- The capitalized cost of land will include the purchase price, appraisal and negotiation fees, title search fees, surveying fees, cost of consents, relocation costs, condemnation costs, clearing land for use, demolishing or removing structures, and filing costs.

Infrastructure

- Public domain assets such as roads, bridges, and sidewalks are examples of infrastructure and according to Government Accounting Standards Board Statement 34 (GASB 34) the reporting of these as capital assets is required.

Retirements, Sales and Involuntary Conversions

- Regardless of how an asset is disposed of, the asset must be removed from the Fixed Asset Inventory at its recorded value.

- Involuntary conversions such as theft, loss by fire etc. should be documented by submitting a copy of the Sheriff’s or police report and a loss declaration statement.

- A Property Transfer Request (PTR) must be created and submitted anytime an asset is lost, stolen, disposed or transferred.
Chapter 2

DEPRECIATION OF FIXED ASSETS

PURPOSE

Set forth the method and regulations governing depreciation of Commission Fixed Assets.

DEFINITION

Depreciation is defined as an allocation of the entire cost of tangible capital assets to the operating expenses of a series of accounting periods comprising the service life of the asset, thus achieving the basic principle of matching revenue and costs. Because of the nature of governmental financing and the absence of profit determination, capital outlays are recorded as current expenditures and depreciation is not recognized.

DEPRECIABLE BASE

The depreciable base for all assets will be the total capitalized acquisition cost as defined previously.

RATES AND METHOD OF DEPRECIATION

General

Depreciation rates are based on the estimated useful life of the asset. The useful life is determined by the estimated number of years the asset will remain in operating condition.

Method

Unless otherwise specified by special instructions, all assets will be depreciated by the Straight Line method of depreciation. In the fiscal year that an asset is placed in service, depreciation for the full fiscal year will be taken.

DEPRECIABLE LIVES OF SPECIFIED ASSET CATEGORIES

<table>
<thead>
<tr>
<th>Asset</th>
<th>Life</th>
</tr>
</thead>
<tbody>
<tr>
<td>Automobiles</td>
<td>80,000 to 95,000 miles</td>
</tr>
<tr>
<td>Buildings</td>
<td>40 years</td>
</tr>
<tr>
<td>Improvements</td>
<td>over remaining useful life</td>
</tr>
<tr>
<td>Asset Type</td>
<td>Depreciation Period</td>
</tr>
<tr>
<td>------------------------------------------------</td>
<td>---------------------</td>
</tr>
<tr>
<td>Radios, Communication Equipment</td>
<td>3 years</td>
</tr>
<tr>
<td>Small Furniture, Fixtures, and Office Equipment</td>
<td>5 years</td>
</tr>
<tr>
<td>Large Furniture and Durable Goods</td>
<td>10 years</td>
</tr>
<tr>
<td>Computer Hardware</td>
<td>3 years</td>
</tr>
<tr>
<td>Computer Software ($10,000 min)</td>
<td>3 years</td>
</tr>
<tr>
<td>Transit Vehicles</td>
<td>5 to 12 years</td>
</tr>
<tr>
<td></td>
<td>(Dependent on size and usage)</td>
</tr>
</tbody>
</table>

The Commission does not establish a salvage value for fixed assets being depreciated.

DEPRECIATION OF ASSETS PURCHASED UNDER A CAPITAL LEASE:

For assets capitalized under a capital lease, depreciation will be recorded under the Commission’s normal depreciation policy if the lease transfers ownership of the property to the lessee by the end of the lease term or the lease contains a bargain purchase option. However, if the capitalized lease does not meet either criterion, the Commission’s normal depreciation policies should be followed, but the amortization period should be the lease term and not the economic life of the leased property.

For further information regarding capital leases, please see Chapter 3, Accounting for Capital Leases.
Chapter 3

ACCOUNTING FOR CAPITAL LEASES

PURPOSE

This section sets forth the standards of accounting and reporting for leases in accordance with Statement of Financial Accounting Standards Board (FASB) No. 13.

POLICY

The Executive Director will review all equipment leases to evaluate whether the lease should be treated as a capital or operating lease as defined under FASB No. 13. Assets valued at $5,000 or more, purchased through a capital lease, will be included in the fixed asset inventory at the time the lease is entered into.

BACKGROUND

FASB No. 13 specifies the classification, accounting and reporting of leases by both lessors and lessees. The statement takes the view that a lease that transfers substantially all of the benefits and risks of ownership should be accounted for as the acquisition of an asset and the incurrence of an obligation by the lessee (a capital lease) and as a sale or financing by the lessor (a sales type, direct financing or leveraged lease). All other leases should be accounted for as operating leases, that is, the rental of property.

If a lease meets one of the following four (4) classification criteria, it is a capital lease:

1. The lease transfers ownership of the property to the lessee by the end of the lease term.

2. The lease contains an option to purchase the leased property at a bargain price.

3. The lease term is equal to or greater than 75% of the estimated economic life of the leased property.

4. The present value of rental and other minimum lease payments equals or exceeds 90% of the fair value of the lease property less any investment tax that is retained by the lessor.
Criteria 3 and 4 are not applicable when the beginning of the lease term falls within the last 25 percent of the total estimated economic life of the leased property.

When a lease is determined to be a capital lease because it meets one of the above criteria, the amount to be recorded is the lesser of the present value of the minimum lease payments or the fair value of the leased property.
Chapter 4

CAPITALIZATION OF INTEREST COSTS

PURPOSE

To define the Commission’s policy for capitalization of interest cost as provided in FASB No. 34.

POLICY

FASB-34 states that interest costs should be capitalized as part of the acquisition cost of an asset. Interest cost must be capitalized for all assets that require an acquisition period to get them ready for their intended use. Acquisition period is defined as the period commencing with the first expenditure for a qualifying asset and ending when the asset is substantially complete and ready for its intended use. The average interest rate to be used will be applied to the average amount of accumulated expenditures on a monthly basis. It should be noted that the calculation is made only on cash spent excluding any necessary accruals. The amount of interest cost to be capitalized is limited to the actual amount of interest cost incurred for the period, i.e. capitalizing interest cost may not create a credit balance in the interest expense account.

FASB-62 discusses the amount of capitalized interest cost related to tax exempt borrowings.

The amount of capitalized interest cost allowable is equal to the net of total actual interest cost on the tax exempt borrowing, less any interest income earned on temporary investments of the tax exempt funds.

FASB-62 applies only when an external restriction (i.e. law or contract) is imposed requiring that the borrowed funds must be directly used to acquire the assets.