

Manchester Township

# Bringing Sun

# and Savings to Public Works

When you think "Green" you think New Jersey, right? Okay, maybe not. But perhaps you should, at least in Manchester Township. On the staff of the Manchester Township Department of Public Works is a young dynamic engineer by the name of Joseph Veni who, with the approval of the Administration, has taken on the responsibility of leading Manchester into the "Green" era.

Under Joe Veni's initiative, direction and hands-on work, 25 Solatube® fixtures were installed in September of 2007 by Joe and another Department of Public Works employee. This "tubular daylighting system" was installed on the roof of the Public Works garage to tap into free sustainable sunlight to illuminate the entire work area below. This 6400 square foot work area is used by Public Works employees to repair and maintain our automotive fleet, including police cars, trucks and all other rolling stock and related equipment used by the township.

Up to that point the area was illuminated by dozens of inefficient high energy use metal halide light fixtures. The installation of the Solatube® fixtures allows the natural sunlight to be captured in a "dome" on the roof of the building. It then channels the light through an internal reflective tube to the diffuser fixture, which in turn, spreads the sunlight evenly throughout the area. The beauty of the Solatubes®, in addition to the reduction of energy use and cost savings, which I will detail later, is that they filter out 99 percent of the sun's ultraviolet rays while emitting little or no heat.

The cost to the township for this project was \$14,000 which included both the purchase of the "tubes" and the installation. Savings were realized immediately. The results of a third party energy test and survey completed for the month of February 2008, a month of very little sunlight, showed a savings of over \$400 for the month. The system is cost effective and we will recover the initial cost quickly, and we will enjoy the savings for many years to come. The township also received a rebate from the New Jersey Clean Energy Program in the amount of \$5,300.

While dark overcast days decrease the effectiveness of a daylighting system, other measures are in place to minimize the amount of traditional backup lighting needed.

Joe Veni, through his extensive research, came across and installed state of the art sensors (photocell) that controls a newly installed energy-efficient fluorescent lighting system, ensuring that the bulbs stay dim or dark when not needed. The sensor system can detect when the garage is empty of people and it will turn off the lights until it senses the return of occupants to the area.

Several months ago we invited representatives from the Board of Ocean County Freeholders to visit our DPW garage. They were so impressed with our Solatube® installation that they have initiated plans to install similar systems in county facilities.

The system is cost effective and we  
will recover the initial cost quickly,  
and we will enjoy the savings  
for many years to come.

In Manchester we have begun to install Solatubes® in several municipal offices and we will continue to do so in the coming months. This is in addition to a complete lighting conversion to both the Administration and Police Building on the municipal campus. The conversion consists of retrofitting of all the existing light fixtures. The retrofit kits allow the use of existing light fixture frames, thereby saving substantial labor and installation costs. The conversion will include new electronic ballasts, new aluminum reflectors and new bulbs which require substantially less energy without sacrificing light levels.

An energy analysis has been conducted, and concluded that this conversion will reduce our current lighting costs by over 60 percent with an estimated payback of a little over half a year. In addition we anticipate a \$9,300 incentive rebate when the project is completed.

In continuing our efforts towards reducing our electric costs, two "pilot projects" have been initiated in evaluating alternate outside lighting. Existing mercury vapor lighting

was replaced with energy saving LED fixtures in the employee parking lot. Solar powered path lighting is also being evaluated.

Manchester Township has begun to safeguard itself from the impact of inevitable electric rate hikes resulting from the skyrocketing price of oil by using a free renewable source of energy to naturally illuminate our offices and buildings. Because of the pioneering efforts and dedication of township employees and the commitment by the Administration, the success of this project has paved the way for other municipalities and private businesses to replicate what we have done here in Manchester.

Our township has taken a proactive approach in saving energy, reducing greenhouse gases, and setting an example on the municipal level. With the right leadership, innovative thinking and the philosophy of doing things "in-house," we expect to make further advances in reducing energy costs; in heating, cooling and computer systems. "Going Green" is alive and well in Manchester, New Jersey. ▲



Solatubs bring light into the public works garage. This conversion will reduce Manchester Township's lighting costs by over 60 percent with an estimated payback of a little over half a year. Pictured are Mayor Michael Fressola and Council Vice President Fred Trutkoff.

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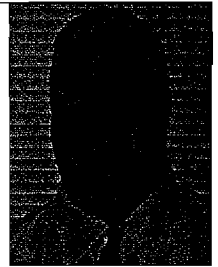
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# Ticket Writing & Revenue



By Ted M. Ehrenburg  
Borough Administrator  
President of Blue Shield Consulting LLC



Selective enforcement can raise revenues for municipalities; however, individual officers have discretion and can not be ordered to issue summons as a matter of practice.

**A**s a retired Chief of Police and now a Borough Administrator, I have an appreciation from both perspectives of municipal service.

Today, statewide, municipalities are trying to find new and creative ways to control their operational costs especially after the reduction and or loss of Municipal State Aid and Extraordinary Aid.

In nearly every community, a key competitor for funds is the police department which is always in the limelight because of its importance to a community. It provides safety, protection, service and a 24-hour operational schedule which brings around the clock exposure. Critics abound.

**Shifting of Values** All police departments in their expressed function are an inherit benefit to the core of a community because they maintain order and protect that community. The needs of traditional police services are being questioned maybe more directly in 2008 because of the cost of operations to include; a fleet of police vehicles, fuel, tires and the maintenance of the vehicles. Police Chiefs are questioned at budget time on past practices and challenged to find new and creative ways to reduce costs. Most Chiefs have applied different methods and tried these cheaper methods, when practical, to reduce costs. Traditional

attempts include: limiting mileage of officers on patrol, assigning two man cars, foot patrol, bike patrols, and now the use of cameras is being tested as a new tool for protecting and laws in a more cost effective way.

This discussion of quota system vs. enhanced selective enforcement has been debated during my entire 28 years of law enforcement service and continues in newspapers today.

Communities are looking at big ticket items and asking local Chiefs of Police to reduce operational cost mainly by cutting staff through attrition or delaying hiring of replacement officers.

With the support of Governor Corzine, municipal leaders are also looking to share police services and this concept is now being more accepted as a practice to reduce cost and provide equal or better service to communities.

**Selective Enforcement** There is another way to address budget concerns, which is to bring additional revenue to a community by enhanced selective enforcement of New Jersey Motor Vehicle Code. Selective enforcement is a top-to-bottom effort, of having officers be more diligent in writing more tickets. Officers always have discretion and can decide whether to write written tickets, warnings or give verbal warnings. A Chief of Police can only be successful if the officers under his command are properly funded and committed to the organization and their municipality.

Enhanced enforcement of driving laws can bring a considerably larger amount of revenue to a community if implemented properly and enforced fairly by the police department. This option of enhanced selected enforcement of our motor vehicle laws is viewed by some as positive tool, a life saving measure to reduce motor vehicle crashes, reduce DWI's and keep our motoring public safe. Others see selected enforcement in a negative light. They say that we are picking on people and these enforcement efforts are just "Speed Traps" and a form of a quota

system. This discussion of quota system vs. enhanced selective enforcement has been debated during my entire 28 years of law enforcement service and continues in newspapers today.

**Quotas vs. Performance** The standard work day of employees is eight hours but police departments have migrated from the standard eight hours to ten hours and now 12 hours is considered the gold standard by most departments. Officers assigned to 12 hour shifts enjoy a favorable work schedule but would be hard pressed to convince supervisors that they did not observe any motor vehicle violations in their 12-hour shift. With proper reinforcement of their Sergeant/Shift Supervisor, a well established policy can enhance revenues through selective enforcement. An additional benefit to a department that has an aggressive selective enforcement policy is a safer motor vehicle environment.

However, individual officers have discretion and can not be ordered to issue summons as a matter of practice. Therefore, the Chief must be able to appeal to his officers' commitment to the organizational goals of the department. The balance of officers' compli-

ance and commitment usually has a lot to do with the relationship of the Chief of Police and his or her officers. Equally important is the Department's relationship with the municipality, the Business Administrator, the Mayor and the elected officials that employ them. This relationship is always in a constant state of flux, healthy one minute and contentious the next.

A recommended practice to reduce conflicts, deter legal challenges and ensure proper actions of officers is to have a well written, implemented Standard Operating Procedure. An adopted manual for officers to follow removes all the guess work out of the equation and gives officers goals to achieve. In these written policies there are many functions that officers use to improve their individual performance, maintain internal consistency, and identify training needs. This evaluation process establishes a job task for each function and describes the necessary skills to reach the predetermined goal for the officers to follow. These Standard Operating Procedures are road maps for a department to measure and gauge officer's performance.

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Also included in the manual with these areas of measured performance is the function of motor vehicle enforcement, a primary component of municipal policing. Motor vehicle enforcement has evolved through the years, from an actual number of summonses being directed per month to the practice of using the percentage of the officers' work task analysis. In either method, old or new, the leadership of a police department must direct the activities of its officers to make sure that officers don't neglect other areas of performance. Enforcement of motor vehicle laws is usually 25 percent of most officers' time. Because it is the primary exchange of contact with the public, these exchanges can be positive and or negative depending on the outcome. One factor that causes this exchange to be negative is the cost of the summons. The State of New Jersey has added to this conflict because it has greatly increased the cost of motor vehicle summons in areas where officers would be able to give motorist a break for speeding and rather write them for not having their credentials in possession. The basic speeding/careless driving ticket

cost \$85 plus points. In contrast, a summons for not having your credential with you, like no drivers license in possession, no registration in possession, and no insurance card in possession is a minimum fine of \$180. The law also requires that when you don't have your insurance card in possession, it is mandatory for the officer to appear in court and to pay the cost of court which is a minimum of \$33.

**Cause and Effect** A key ingredient to having the Chief of Police lead their officers in this vein is an open communication with the Mayor and Council members. The Chief of Police must know that the Mayor and Council are supportive of the Chief in all phases of his or her operation and that they value his or her input and goals for the department. In all relationships there must be a give and take exchange between parties and the Chiefs personal salary, budgets, manpower, and vehicles are some of the necessary components needed to be resolved for that relationship to be achieved. This support trickles down to the officers in the department and their needs, like labor contracts, equipment, training and

opportunities for advancement being taken seriously. A mutual respect for each others position will greatly enhance the community and be a key ingredient to success of that community in solving problems in concert.

I have seen communities that blame their Municipal Court, the Judge and Municipal Prosecutor for loss of revenues. The court system only processes the summons produced by the police officers. The idea that the Judge and Prosecutor have something to do with police officers writing fewer summonses is bizarre.

In sharp contrast, I have witnessed communities that have pulled their individual departments together as one collective unit, with each department providing their best to that community. That community's police department has increased production by over \$100,000 in additional revenues without adding staff, without expensive tools or equipment, just "respect" and support for its police department and members. This can be achieved and become a win-win for any community on a multitude of levels, including its police department and ultimately the taxpayers. ▲

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# The Benefits of Using a Private Weather Forecast Service

By Thomas Spring  
Sparta Township  
Department of  
Public Works



For the past 12 years as Director of Public Works in Sparta, I have been using an innovative and cost saving service that helps me effectively manage my winter fleet while preserving the safety of the municipality's taxpayers.

**A**s the cost of fuel escalates and state aid to New Jersey's municipalities dwindles, Department of Public Works officials are looking for any relief they can find to help balance their budgets and still keep their roads safe and hazard free. For the past 12 years as Director of Public Works in Sparta, I have been using an innovative and cost saving service that helps me effectively manage my winter fleet while preserving the safety of the municipality's taxpayers.

Instead of keeping a Public Works employee on watch throughout the night or even bringing in an early crew prior to rush hour each time the television and radio media hypes up a threat of freezing precipitation or a potential snow storm, I rely on the expertise of a private weather consulting firm to keep me ahead of the storm. For the past eleven years, I have been relying on the daily forecasts, storm alerts and consultation of nearby Weather Works, the meteorological firm based in Warren County.

WeatherWorks is on staff 24/7 and keep me regularly informed of weather conditions that may adversely affect either the DPW's operations or the resident's safety.

Having the latest information at hand is crucial in making critical weather related decisions.

Prior to contracting with a private weather consulting firm, I had relied on other sources of weather information (i.e. television, internet, radio, and even my own observations). However, there were many inconsistencies with my weather sources which in turn made my job more difficult. It was nearly impossible to stay up all night trying to out guess Mother Nature and the media sources available were always too general or vague to apply to the variations that occur in our township. There are many instances over the years when higher elevations of the township received several inches of heavy snow while valleys and areas in the lower elevations only see rain. I know that this condition also exists in many other municipalities. Although my police department did a great job of notifying me whenever the first snow flakes arrived in the township, prior to WeatherWorks, it was an

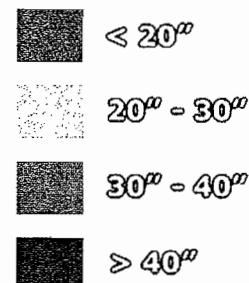
impossible task to assess whether or not an impending storm would cover up roads or just pass by with minimal or no problems. This resulted in too many false alarms with my crew on standby or conversely arriving late because they themselves had become victims of rapid road accumulations with potential hazards.

Since contracting with a private weather service, I now rely on calls from meteorologists on staff and have plenty of pre-established lead time to adequately coordinate the safe transit of my road department employees into the garage. For example, in the event of an isolated snow shower that may create a hazardous condition prior to the morning commute, a WeatherWorks meteorologist will wake me up in the middle of the night so that I can respond promptly to the township areas that will be affected. Prior and during a winter storm I am in constant contact with a meteorologist and know when the storm will begin, end, and when the most intense period of precipitation will occur. Furthermore, the service provides me with the necessary information to determine whether I should bring in my entire crew for plowing events, or just one or two drivers to help out with a snow shower for times that only salting and sanding is required. With the right information, I am able to determine whether to put down deicing materials prior to the storms arrival, use chemicals without salt or wait to drop the plows as the snow piles quickly to prevent ice bonding to the roads.

Although the most valuable information received from Weather Works has been about winter storms, their notification of storms affecting the township during the spring, summer and autumn seasons have been extremely helpful



## NJ AVERAGE SNOWFALL



and time saving. Whenever I have my workers performing road maintenance such as paving, line painting or even mowing, it is extremely comforting knowing I can pick up the phone and speak to a meteorologist in the office.

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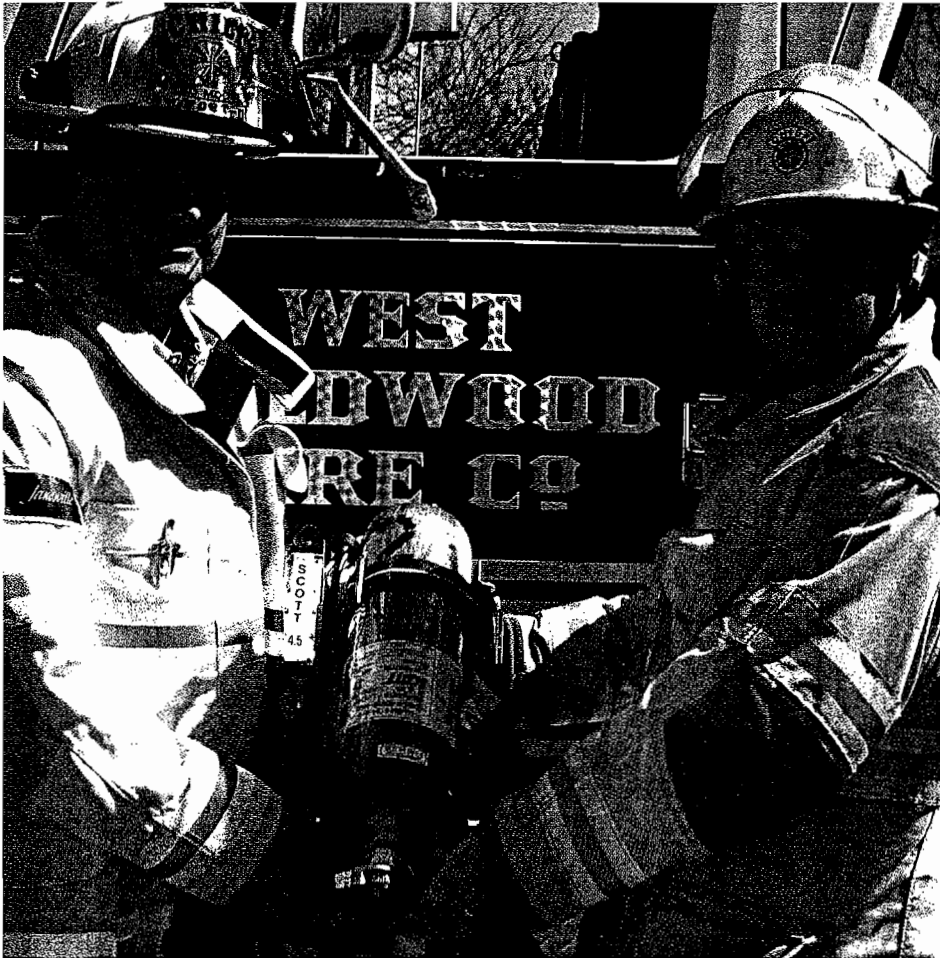
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# Grants Assist Local Fire Departments



Judson Moore  
Fire Chief of Port Elizabeth  
Volunteer Fire Company  
& Daniel Speigel  
Fire Chief of West Wildwood  
Fire Department

With the loss of  
volunteers and the  
time it takes to be  
a volunteer firefighter  
or rescue person,  
fund raising events  
can become  
a struggle.

It is important that fire companies take an aggressive role in seeking grant funding for as much equipment and protection gear as possible.

**P**ort Elizabeth Vol. Fire Co. located in Cumberland County and West Wildwood Fire Dept. located in Cape May County is two examples of fire companies that were aggressive in seeking grant funds and have recently received FEMA funding. FEMA has provided grant funding to fire companies across America since 2001.

Port Elizabeth Fire Co. has received two grants, one for equipment and personal protection gear of \$87,827 and the other grant for recruitment of firefighters (SAFER grant) of \$57,000. West Wildwood Fire Dept. received \$40,488 for the purchase of nine self-

contained breathing apparatus. "Our fire company would not be able to afford new hose, air packs, helmets, coats, pants, boots and a thermal camera if it were not for grant funding" said Chief Jud Moore. According to Chief Speigel, "The new air packs allow firefighters to have the very best in safety operations that would not have occurred without grant funding from FEMA" Applications for equipment and vehicles are due in the spring, usually during the month of April. Funds for personnel recruitment and fire prevention are due in the latter part of each year and are announced by FEMA.

The Federal Emergency Management Agency (FEMA) grant program began in 2001 through the approval of Congress. It is commonly referred to "Assistance to Firefighter Grant Program." Since then, millions of grant dollars have been awarded to fire companies throughout America. New Jersey Fire Companies have received thousands of grant dollars for upgrades to fire equipment and new fire apparatus. There is also grant funding for hiring full time firefighters, recruitment of volunteers and fire prevention funding to enhance fire education.

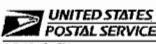

Port Elizabeth Volunteer Fire Company is one of the only volunteer fire companies in Cumberland County that received grant funding for the recruitment of volunteers. This funding can be allocated toward recruitment signage within the fire district, paying existing firefighters a stipend for their service, limited health benefits, college tuition reimbursement, mileage reimbursement for attending training courses and funding for attendance at national training conferences. "We were extremely fortunate to receive funding for recruiting new members" said Chief Moore.

The United States Department of Agriculture (USDA) is another popular funding source for local volunteer fire companies. Rural fire companies that do not have a consistent source of funding and meet low to moderate income levels of residents according to the 2000 census are eligible for funding. Most of the programs from USDA are a combination low interest

loan and partial grant. In the case of Port Elizabeth Fire Co., a combination grant loan was awarded for a new fire truck in the amount of \$225,000. Of the grant award, \$54,000 was grant funding and the balance of \$171,000 was a low interest loan of 4.5 percent. A new fire truck could not be purchased if it was not for grant funding to help offset the capital costs of a new fire truck. Another combination grant loan project was awarded to the fire company for a rescue attack vehicle of \$63,000. Twenty five percent grant funding and 75 percent in loan funding was awarded to the company. A number of other New Jersey fire companies take advantage of grant funding from USDA that could result in a 75 percent grant with the balance payable by the fire company at the time of purchase for fire apparatus.

Local fire companies are facing several problems today. The problem of having an inadequate number of volunteers to respond to emergencies

and the lack of funding to support the rising cost of fire equipment and personal protection gear. Grant funds are an answer to the problem that volunteer firefighters struggle with. Many times, volunteers are responsible for utility and maintenance costs of their fire houses. Where communities do not have fire districts, firefighters have to rely on a stipend from the local governing body. Volunteers are forced to have a number of fund raising events such as hosting breakfast meals, dinners, sub sales, car washes, raffles, bingo and coin tosses. With the loss of volunteers and the time it takes to be a volunteer firefighter or rescue person, fund raising events can be come a struggle. That is why it is important that fire companies take an aggressive role in seeking grant funding for as much equipment and protection gear as possible. Grant funds can be limited but are available to fire companies from various sources of the federal government. ▲

 <b>Statement of Ownership, Management, and Circulation</b> (All Periodicals Publications Except Requester Publications)		13. Publication Title <b>NEW JERSEY MUNICIPALITIES</b>		14. Issue Date for Circulation Data <b>JUNE 2008</b>	
1. Publication Title <b>NEW JERSEY MUNICIPALITIES</b>		2. Publication Number 0 0 2 8 - 5 8 4 6		3. Filing Date 9-5-08	
4. Issue Frequency <b>MONTHLY EXCEPT JULY, AUGUST &amp; SEPTEMBER</b>		5. Number of Issues Published Annually <b>9</b>		6. Annual Subscription Price NON-MEMBER \$18.00 MEMBER \$16.00	
7. Complete Mailing Address of Known Office of Publication (Not printer) (Street, city, county, state, and ZIP+4®) <b>222 WEST STATE ST.                      TRENTON, NJ 08608</b>		Contact Person <b>WILLIAM DRESSEL, JR.                      Telephone (include area code)                      (609) 695-3481</b>			
8. Complete Mailing Address of Headquarters or General Business Office of Publisher (Not printer) <b>222 WEST STATE ST.                      TRENTON, NJ 08608</b>					
9. Full Names and Complete Mailing Addresses of Publisher, Editor, and Managing Editor (Do not leave blank)					
Publisher (Name and complete mailing address) <b>NEW JERSEY STATE LEAGUE OF MUNICIPALITIES                      222 WEST STATE ST.                      TRENTON, NJ 08608</b>					
Editor (Name and complete mailing address) <b>WILLIAM C. DRESSEL, JR.                      222 WEST STATE ST.                      TRENTON, NJ 08608</b>					
Managing Editor (Name and complete mailing address) <b>KYIA JURAN                      222 WEST STATE ST.                      TRENTON, NJ 08608</b>					
10. Owner (Do not leave blank. If the publication is owned by a corporation, give the name and address of the corporation immediately followed by the names and addresses of all stockholders owning or holding 1 percent or more of the total amount of stock. If not owned by a corporation, give the names and addresses of the individual owners. If owned by a partnership or other unincorporated firm, give its name and address as well as those of each individual owner. If the publication is published by a nonprofit organization, give its name and address.)					
Full Name <b>NEW JERSEY STATE LEAGUE OF MUNICIPALITIES</b>		Complete Mailing Address <b>222 WEST STATE ST., TRENTON, NJ 08608</b>			
11. Known Bondholders, Mortgagees, and Other Security Holders Owning or Holding 1 Percent or More of Total Amount of Bonds, Mortgages, or Other Securities. If none, check box <input checked="" type="checkbox"/> None					
Full Name		Complete Mailing Address			
12. Tax Status (For completion by nonprofit organizations authorized to mail at nonprofit rates) (Check one) <input type="checkbox"/> The purpose, function, and nonprofit status of this organization and the exempt status for federal income tax purposes: <input type="checkbox"/> Has Not Changed During Preceding 12 Months <input type="checkbox"/> Has Changed During Preceding 12 Months (Publisher must submit explanation of change with this statement)					
PG Form 3526, September 2006 (Page 1 of 3 (Instructions Page 3)) PSN 7530-01-000-9531 PRIVACY NOTICE: See our privacy policy on www.usps.com					
13. Publication Title <b>NEW JERSEY MUNICIPALITIES</b>		14. Issue Date for Circulation Data <b>JUNE 2008</b>		15. Extent and Nature of Circulation	
		Average No. Copies Each Issue During Preceding 12 Months		No. Copies of Single Issue Published Nearest to Filing Date	
a. Total Number of Copies (Net press run)		7776		7700	
b. Paid Circulation (By Mail and Outside the Mail)					
(1) Mailed Outside-County Paid Subscriptions Stated on PS Form 3541 (include paid distribution above nominal rate, advertiser's proof copies, and exchange copies)		6586		6614	
(2) Mailed In-County Paid Subscriptions Stated on PS Form 3541 (include paid distribution above nominal rate, advertiser's proof copies, and exchange copies)		0		0	
(3) Paid Distribution Outside the Mails Including Sales Through Dealers and Carriers, Street Vendors, Counter Sales, and Other Paid Distribution Outside USPS®		0		0	
(4) Paid Distribution by Other Classes of Mail Through the USPS (e.g. First-Class Mail®)		0		0	
c. Total Paid Distribution (Sum of 15b (1), (2), (3), and (4))		6586		6614	
d. Free or Nominal Rate Distribution (By Mail and Outside the Mail)					
(1) Free or Nominal Rate Outside-County Copies Included on PS Form 3541		571		574	
(2) Free or Nominal Rate In-County Copies Included on PS Form 3541		0		0	
(3) Free or Nominal Rate Copies Mailed at Other Classes Through the USPS (e.g. First-Class Mail)		0		0	
(4) Free or Nominal Rate Distribution Outside the Mail (Carriers or other means)		0		0	
e. Total Free or Nominal Rate Distribution (Sum of 15d (1), (2), (3) and (4))		571		574	
f. Total Distribution (Sum of 15c and 15e)		7157		7188	
g. Copies not Distributed (See Instructions to Publishers #4 (page #3))		619		512	
h. Total (Sum of 15f and g)		7776		7700	
i. Percent Paid (15c divided by 15f times 100)		92.02		92.01	
16. Publication of Statement of Ownership <input checked="" type="checkbox"/> If the publication is a general publication, publication of this statement is required. Will be printed in the <b>NOV - 2008</b> issue of this publication. <input type="checkbox"/> Publication not required.					
17. Signature and Title of Editor, Publisher, Business Manager, or Owner  EDITOR				Date 9-5-08	
I certify that all information furnished on this form is true and complete. I understand that anyone who furnishes false or misleading information on this form or who omits material or information requested on the form may be subject to criminal sanctions (including fines and imprisonment) and/or civil sanctions (including civil penalties).					
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