Background Information

for the

May 14, 2007

Board of Trustees Meeting
Minutes of the April 9, 2007, Board of Trustees meeting are presented for approval.

**Recommended Action**

Approval of the Consent Calendar items is recommended.
MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES
OF THE
COLLEGE OF THE SEQUOIAS COMMUNITY COLLEGE DISTRICT

Monday, April 9, 2007

Board Room

Board of Trustees
Lori Cardoza, Earl Mann, Sue Shannon, Greg Sherman, John A. Zumwalt, Johana Avila, Student Trustee
Bill Scroggins, Superintendent/President

MEMBERS PRESENT: Trustees Lori Cardoza, Earl Mann, Sue Shannon, Greg Sherman, John Zumwalt and Student Trustee Johana Avila

MEMBERS ABSENT: None

COS STAFF PRESENT: Bill Scroggins, Rod Frese, Frances Gusman, Dale Norton, John Bratsch, Brent Calvin, Cindy DeLain, Larry Dutto, Kristin Hollabaugh, Tim Hollabaugh, Eric Mittlestead, Steve Renton, and Robert Urtecho

4:00 P.M. - Board Room

I. CALL TO ORDER

Board President John Zumwalt called the meeting to order at 4 pm.

II. PUBLIC COMMENT

There were no comments. The meeting was adjourned into closed session.

III. RECESS TO CLOSED SESSION - President’s Conference Room

1. Real Property Negotiations:
   a. 12764 Avenue 224, Tulare, CA (Tulare Center)
   b. 9621 -13th Avenue, Hanford, CA (Hanford Jt. Educational Center)
2. Employee Negotiations: COS Teachers’ Association
   Chief Negotiator: Bill Scroggins
3. Evaluation: Superintendent/President

5:00 P.M. - RECONVENE TO OPEN SESSION - Board Room

IV. CLOSED SESSION PUBLIC REPORTS

President Zumwalt called the meeting to order at 5 pm. He reported that the Board had met in Closed Session at 4 pm to discuss the items on the agenda. There were no reportable conclusions. Student Trustee Johana Avila led the Pledge of Allegiance.
Minutes - Board of Trustees Meeting, April 9, 2007

Public Comment

- Public Comments Concerning Items On the Agenda
  There were no comments.

- Public Comments Concerning Items Not on the Agenda
  There were no comments.

V. HANFORD GENERAL OBLIGATION BOND/MEASURE C

1. CITIZENS BOND OVERSIGHT COMMITTEE

   Trustee Sherman moved to accept the recommendation of Superintendent/President Bill Scroggins for the seven citizens to serve on the Hanford Education Center Citizen's Bond Oversight Committee, per the requirements of Proposition 39; Trustee Mann seconded the motion; motion carried.

   The seven citizens named to the Oversight Committee are: 1) Johana Avila, representative of a COS student organization; 2) Denis Eymil, representative of community-at-large and senior citizens group; 3) Carol Hasselbrack, representative of a college support organization (COS Foundation); 4) Kevin R. Jenkins, representative of community-at-large; 5) Robin Martella-Jones, representative of business; 6) Jack W. Schwartz, representative at-large and senior citizens group; and 7) Gerra S. Wynn, member of a tax-payer organization–Howard Jarvis Taxpayer Association.

VI. BOARD AND EXECUTIVE STAFF REPORTS (NON-DISCUSSION ITEMS)

a. STUDENT TRUSTEE REPORT

   Student Trustee Johana Avila reported that the ASB is preparing for Student Body Elections. The elections are scheduled for May 1 and 2. They are trying to encourage as many students as possible to take an active part in electing their student leaders. She also reported that members of the COS ASB had attended the Student Leadership Regional Conference last month at West Hills College. They were able to interact with other student leaders and gain knowledge from others' experience. Johana announced that they have invited the student leaders from local high schools to attend a High School Leadership Workshop on April 19 to encourage them to get involved in leadership at the college level. They are also looking forward to Spring Bash on May 8; it will be the final blowout before the end of the semester. She reported that they have also pulled together a diverse group of students to serve on the Campus Change Network for the California Tomorrow project. Johana reported that the ASB is looking forward to attending the Spring Student Senate Conference at the end of April.

b. BOARD MEMBERS REPORTS

   Trustee Lori Cardoza reported that she had attended a couple of the breakout sessions of the Ag Advisory Committee during a recent planning session for the new school farm. She expressed her appreciation to the community members serving on the Ag Advisory Committee who have given of their time to get involved with the Tulare Campus. She commented that the new farm will be much better for the involvement of the community members.

c. COS FOUNDATION REPORT

   Kristin Hollabaugh, Executive Director, COS Foundation/Institutional Advancement, reported that the Foundation Board met for a planning session on March 23. They discussed how they could assist in achieving the Board of Trustees' 2020 Vision. They set their goals for next year.
Mrs. Hollabaugh reported that the Foundation is currently looking at the following activities: 1) Creating a spending policy for undesignated gifts, to replace the current Funding Allocation model; 2) Holding a joint event with the Athletic Foundation this fall; 3) Scheduling a series of “friend raisers” for various college constituencies. The first event, held on Saturday, March 17, worked out very well and they are seeing the benefits in the mail; 4) Things they are doing, or can do, on campus to get money for the various programs, i.e., a student art auction in conjunction with the fall fundraiser in an effort to “not to keep knocking on the same doors over and over again;” 5) Establishing a subcommittee of the Foundation Board to work with the new Grants person to help identify capital projects or program-based projects they might work toward; 6) Figuring out a process to identify how they are going to fund the capital campaigns with the plan to implement the process next year; and 7) Publishing an annual report.

Mrs. Hollabaugh reported that the Executive Committee also identified committees for next year.

Board President John Zumwalt commented that he was pleased to see that, thanks to Kristin’s and Sue’s efforts, the Foundation and the Athletic Foundation are exploring commonalities.

d. SUPERINTENDENT/PRESIDENT’S REPORT

There was no report.

VII. REPORTS

e. ACADEMIC SENATE PRESIDENT’S REPORT/UPDATE

Academic Senate President Steve Natoli reported that COS Art Instructor Richard Flores was recently honored by being inducted into the prestigious Ojai Studio Artists. Mr. Flores has also conducted nine community workshops in pottery in recent months. Mr. Natoli announced that COS Counselor Teresa Guadiana won the statewide California Senate Diversity Award. Teresa will be honored at the State Plenary Session in San Francisco on April 20.

Mr. Natoli reported that Dr. Scroggins visited the Senate meeting on March 14 to discuss the recommendations of the accreditation team and answer questions. Dr. Scroggins informed the Senate that he believes the college will be able to show substantial progress in the first recommendation, “Improving the Campus Climate,” as well as the other five recommendations of the 2006 Accreditation Team. Steve reported that the Accreditation Committee, Curriculum Committee, and Student Learning Outcomes Committee are working to meet the October 15 report deadline.

Steve reported that after a sustained effort by the Curriculum Committee, the college is now 50% compliant with the five-year curriculum review process. The Senate also approved the 16 pages of curriculum on tonight's Board agenda for approval, and have been informed that there are currently 127 additional courses in the review process.

The Senate has appointed COS Psychology Instructor Chris Knox to the Budget Committee and DRC Counselor Hunter Church-Gonzalez to the Student Equity Committee. The Faculty Enrichment Committee is working to set up orientation sessions for Adjunct Faculty. The orientation sessions are tentatively planned for two evenings each semester.

f. COSTA PRESIDENT’S REPORT/UPDATE

There was no report.

g. CSEA PRESIDENT’S REPORT/UPDATE

There was no report.
COSAFA Representative Kevin Bowman reported that COSAFA was looking forward to the upcoming negotiating sessions. They are also enthusiastic about the orientation sessions for Adjunct Faculty.

VIII. PUBLIC HEARING

President Zumwalt opened the public hearing on the initial employee collective bargaining proposals from the College of the Sequoias Teacher’s Association’s (COSTA) Proposal to the District and the College of the Sequoias Community College District’s Proposal College of the Sequoias Teacher’s Association (COSTA)

There were no comments and the public hearing was closed.

IX. CONSENT CALENDAR

President Bill Scroggins asked that Item 3, the Personnel Report, be removed from the Consent Calendar.

Trustee Cardoza moved to approve items 2 and 4 through 7; Trustee Shannon seconded the motion; motion carried.

2. MINUTES OF PREVIOUS MEETING: March 12, 2007

*3. PERSONNEL REPORT - 2006-07 – 10

Dr. Scroggins reported that he would like to add the receipt of the letter of retirement of Interim Vice President of Academic Services Dale Norton after 23 years of service to the district.

Trustee Cardoza moved to approve the Personnel Report as amended; Trustee Shannon seconded the motion; motion carried.

4. JOB DESCRIPTIONS: Chief Accounting Officer and Categorical Accounting Officer

5. JOB DESCRIPTION: Construction Manager

6. CALWORKS WORK STUDY AGREEMENT

Approval of CalWORKs Work Study Agreements for nine additional for-profit companies at which COS CalWORKs Work Study students may be employed.

7. LEASE AGREEMENT FOR SKILLS LAB BETWEEN COLLEGE OF THE SEQUOIAS AND KAWEAH DELTA HEALTH CARE DISTRICT

Approval of the Lease Agreement for use of a portion of Kaweah Delta’s Support Services Building to provide practical training to health care personnel.

8. 2006-2007 WORKING BUDGET APPROVAL (JULY 1, 2006 TO FEBRUARY 12, 2007)

Due to new grants, programs and budget changes between account codes, the working budget increases and decreases by major account codes. The Tulare County Office of Education has requested Board approval when these changes occur to the college’s budget.

9. PAYMENT OF BILLS  (Information)

Payment of the District’s financial obligations.
X. **ACTION ITEMS**

10. **2007 CCCT BOARD OF DIRECTORS ELECTION**

The Board authorized Greg Sherman, CCCT Liaison, and Superintendent/President Bill Scroggins to cast its votes, with input from the members of the Board. Trustee Shannon moved to authorize the Clerk to enter the names of the candidates to be voted upon into the minutes of the meeting; Trustee Mann seconded the motion; motion carried.

Votes were cast for the following candidates: Luis Villegas, Santa Barbara CCD; Maria Elena Serna, San Joaquin Delta CCD; Donald L. Singer, San Bernardino CCD; Georgia L. Mercer, Los Angeles CCD; Jeanette Mann, Pasadena Area CCD; Rosanne Bader, Mt. San Antonio CCD; John A. Rogers, Kern CCD; Tom Clark, Long Beach CCD; Bob Hughlett, Cerritos CCD; and Walter G. Howald, Coast CCD.

11. **COS COMMUNITY COLLEGE DISTRICT AND COSAFA/CWA INITIAL COLLECTIVE BARGAINING PROPOSALS**

President Bill Scroggins recommended that the Board 1) acknowledge receipt of the initial proposals, 2) announce the availability of the proposals in the Human Resource Services Office for public review, and 3) announce that a public hearing on the initial collective bargaining proposals will be held at the May 14, 2007 Board meeting. Trustee Cardoza moved to approve the recommendation; Trustee Sherman seconded the motion; motion carried.

12. **SECOND READING OF PROPOSED BOARD POLICIES, NEW, MODIFIED AND REVIEWED (Second Reading)**

President Bill Scroggins reported that the District is working to bring its board policies up to date and in compliance with current law. Chapter 1–**District Policies** and Chapter 3–**General Institution Policies** are the first chapters in the series of policies that are new or have been updated and/or reviewed and have gone through the shared governance process. They are presented tonight for approval. Board President Zumwalt asked that the words “from all drugs and” be removed from the first sentence in Board Policy 3550–Drug Free Environment. The revised sentence will read, “The District shall be free from the unlawful possession, use, or distribution of illicit drugs and alcohol by students and employees.” Trustee Sherman moved that the Board of Trustees adopt Chapters 1 and 3 in the series of new and modified board policies, including the modification to Board Policy 3550; Trustee Mann seconded the motion; motion carried.


13. **CURRICULUM: NEW, MODIFIED, DELETED**

Trustee Cardoza moved that the Board of Trustees approve the list of course additions, modifications and deletions to the college’s curriculum; Trustee Shannon seconded the motion; motion carried.

**New Approved Credit Courses:** Child 199–Promoting Oral Language in ECE (1 unit); Child 199–Early Literacy in ECE (1 unit); Auto 299–Alternative Energy Sources (1 unit); Child 199–Play and Guidance (3 units); Child 299–Mentor Seminars Fall 2007 (5 unit); Child 112–Children’s Nutrition (3 units); Music 115–History of American Folk Music (3 units); Music 133–Men’s Chorus (1 unit); Nursing 172–Pharmacology in Health Care (3 units); Philosophy 106–Ethics of Living and Dying (3 units); and Social Science 120–Introduction to Mentoring (3 units).
Minutes - Board of Trustees Meeting, April 9, 2007

New Approved Non-Credit Courses: Drafting 400—Technical Supplemental Learning Assistance; Math 400—Math Supplemental Learning Assistance; Computer 400—Computer Supplemental Learning Assistance; English 400—English Supplemental Learning Assistance; Architecture 400AD—Architecture Supplemental Learning Assistance; Graphic Design 400—Graphic Design Supplemental Learning Assistance; and Music 400—Music Supplemental Learning Assistance.

14. UPDATE OF COS FOUNDATION BYLAWS

Trustee Shannon moved that the Board of Trustees approve the revised Bylaws of the COS Foundation; Trustee Cardoza seconded the motion; motion carried.

15. CHANGE ORDERS, MULTIPLE CONTRACTS – SCIENCE CENTER

Trustee Cardoza moved that the Board of Trustees approve the change orders that were deemed necessary during construction of the Science Center; Trustee Sherman seconded the motion; motion carried. The Change Orders are: Ceramic Tile Contract: $4,803.00; Doors, Frames and Hardware Contract: $1,707.00; and Painting Contract: $33,296.00.

16. REJECTION OF CLAIM (Resolution 2007-11)

Trustee Shannon moved that the Board of Trustees adopt Resolution 2007-11 rejecting the claim filed by Gary Navarro, per Government Code 946.6; Trustee Cardoza seconded the motion; motion carried. Ayes: Trustees Cardoza, Mann, Shannon, Sherman and Zumwalt; Noes: None.

17. STATE/FEDERAL SURPLUS PERSONAL PROPERTY PROGRAM (Resolution 2007-12)

Trustee Sherman moved that the Board of Trustees adopt Resolution 2007-12 to renew the District’s enrollment in the State/Federal Surplus Personal Property Program; Trustee Shannon seconded the motion; motion carried. Ayes: Trustees Cardoza, Mann, Shannon, Sherman and Zumwalt; Noes: None.

18. COMMUNITY COLLEGE LEAGUE OF CALIFORNIA CASH FLOW FINANCING PROGRAM (Resolution 2007-10)

Resolution 2007-10 authorizes the issuance of Tax and Revenue Anticipation Notes (TRANs) by the District for an amount not to exceed $10 million. Trustee Cardoza moved that the Board of Trustees adopt Resolution 2007-10 authorizing the issuance of Tax and Revenue Anticipation Notes for the 2007-2008 fiscal year; Trustee Mann seconded the motion; motion carried. Ayes: Trustees Cardoza, Mann, Shannon, Sherman and Zumwalt; Noes: None.

XI. INFORMATION ITEM AND DISCUSSION ITEMS

XII. ADJOURNMENT

President Zumwalt adjourned the meeting at 5:39 pm.

Respectfully submitted,

Earl Mann, Clerk
CONSENT CALENDAR

Status: Action Scheduled
Presented by: John W. Bratsch
Dean, Human Resource Services/Legal Affairs

Issue
Certain personnel actions by the District require approval of the Board of Trustees.

Background
The Human Resource Services Department routinely presents information/material for Board approval as a Consent Item.

Analysis
The personnel actions listed in Personnel Report 11—2006—2007 impact management, academic and classified employees. The Report lists employment, separation, changes in salary, leaves and other matters which may be applicable.

Implications
Board authorization/approval is mandated for employment and compensation of District personnel.

Recommended Action
## MANAGEMENT AND CONFIDENTIAL EMPLOYEES

### I. Employment

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Effective Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Garcia, Leangela</td>
<td>Categorical Accounting Officer / Fiscal Services</td>
<td>4/30/07</td>
</tr>
<tr>
<td>Lewis, Kathie</td>
<td>Director, Learning Resource Center</td>
<td>4/16/07</td>
</tr>
</tbody>
</table>

### II. Resignations/Retirements

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Effective Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bannister, Stephen</td>
<td>Director, Learning Resources</td>
<td>4/13/07</td>
</tr>
<tr>
<td>Trent, Cynthia</td>
<td>Director, Grant Programs</td>
<td>5/11/07</td>
</tr>
</tbody>
</table>

## FACULTY

### I. Employment

<table>
<thead>
<tr>
<th>Name</th>
<th>Discipline(s)</th>
<th>Position</th>
<th>Effective Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beucler, Sandra</td>
<td>Nursing</td>
<td>FSA</td>
<td>8/10/07</td>
</tr>
<tr>
<td>Crumpler, Alicia</td>
<td>Social Science</td>
<td>FSA</td>
<td>8/10/07</td>
</tr>
<tr>
<td>Gilman, JoEllen</td>
<td>Nursing</td>
<td>FSA</td>
<td>8/10/07</td>
</tr>
<tr>
<td>Hinojosa, Andy</td>
<td>Nursing</td>
<td>FSA</td>
<td>8/10/07</td>
</tr>
<tr>
<td>Kersten, Belen</td>
<td>Nursing</td>
<td>FSA</td>
<td>8/10/07</td>
</tr>
<tr>
<td>Vang, Meng</td>
<td>Counseling</td>
<td>FSA</td>
<td>8/10/07</td>
</tr>
</tbody>
</table>

### II. Resignations/Retirements

<table>
<thead>
<tr>
<th>Name</th>
<th>Discipline(s)</th>
<th>Position</th>
<th>Effective Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>FSA</td>
<td>Accounting Coordinator /</td>
<td>8/10/07</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Fiscal Services /Accounts</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Receivable</td>
<td></td>
</tr>
</tbody>
</table>

## ADJUNCT FACULTY

### I. Employment

<table>
<thead>
<tr>
<th>Name</th>
<th>Discipline(s)</th>
<th>Position</th>
<th>Effective Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Johnson, Craig</td>
<td>Mathematics</td>
<td>FSA</td>
<td>8/10/07</td>
</tr>
<tr>
<td>Roche, Robyn</td>
<td>Counseling</td>
<td>FSA</td>
<td>4/9/07</td>
</tr>
</tbody>
</table>

### II. Retirements/Resignations

<table>
<thead>
<tr>
<th>Name</th>
<th>Discipline(s)</th>
<th>Position</th>
<th>Effective Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>FSA</td>
<td>Accounting Coordinator /</td>
<td>8/10/07</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Fiscal Services /Accounts</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Receivable</td>
<td></td>
</tr>
</tbody>
</table>

## CLASSIFIED

### I. Employment

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Effective Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kirkman, Kimberly</td>
<td>Accounting Coordinator / Fiscal Services / Accounts Receivable</td>
<td>4/9/07</td>
</tr>
</tbody>
</table>

### II. Six Month Increase
### III. Promotion

None

### IV. Resignations/Retirements/Terminations

None

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Effective Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Espinoza, Luis</td>
<td>Custodian</td>
<td>3/19/07</td>
</tr>
<tr>
<td>Jaramillo, Agustin</td>
<td>Custodian</td>
<td>4/10/07</td>
</tr>
<tr>
<td>Robinson, Rodney</td>
<td>ASB Elections</td>
<td>5/2/07</td>
</tr>
</tbody>
</table>

### II. Resignation

None

### Workforce Development

### I. Employment

None

### Volunteer

None
CONSENT CALENDAR

Approval: Job Description

Status: Action Scheduled
Presented by: John W. Bratsch
Dean, Human Resources/Legal Affairs

Issue
Revised and new Job Descriptions come before the Board of Trustees for approval.

Background
Human Resource Services routinely presents information/material for Board approval as a Consent Item. The job description being presented is:

Distance Education Coordinator

Analysis
The Distance Education Coordinator is a new faculty position. The individual in this position will be responsible for designing, implementing, coordinating and evaluating the college’s distance learning program.

This position was established with the input from College Council, Academic Senate and COSTA.

The job description is being brought to the Board for approval. The job description has been reviewed by the appropriate parties before coming to the Board this evening.

Recommended Action
Approval of the job description as attached is recommended.
Basic Function:
Under the direction of the Vice President, Academic Services, the Distance Education Coordinator will design, implement, coordinate, and evaluate the COS distance learning program; assist faculty in converting courses from face-to-face to distance modalities and implementing instructional technology; identify distance education resources for faculty; sustain working relationships respectful of diversity; and provide direction to the college in its development and support of distance education.

Representative Duties:
- Assist in the design, implementation, and coordination of the distance education program at COS, including online degree and certificate programs.  
- Work collegially with the campus community in setting direction for needs assessments, curriculum development, effective pedagogies, distance education modes, faculty training, and distance education policies.
- Develop and teach workshops, training sessions and seminars; develop manuals, policies and guidelines on the use of learning technologies.
- Train faculty, and then provide follow-up as they implement distance components into their curriculum. This training and support may include delivering initial orientation, offering ongoing mentoring, organizing peer partnerships, identifying appropriate hardware and software for particular modes of delivery, assisting faculty in the implementation of student-centered methodologies, highlighting best practices, and guiding assessment of these methodologies.
- Research and assess the procurement of resources (hardware, software, methodologies, modes of delivery, expertise) to enhance education.
- Coordinate the delivery of distance education courses within and among divisions.
- Collaborate with applicable campus constituencies to create and maintain a COS distance portal that will centralize and coordinate online support services for students (including but not limited to, library services, counseling, orientation, disability awareness and access,
transfer guidance) and for instructors (including but not limited to workshops, online tech support, orientations, disability accommodations, support for broad student access, library of tutorials, and successful methodologies). E

- Initiate advertising on campus and into the larger COS service area to attract students and faculty alike into distance learning and distance teaching opportunities. E
- Work effectively and efficiently with technical, clerical, and administrative staff in delivering support for distance learning. Participate in hiring technical and clerical support personnel by serving on hiring committees. E
- Assist appropriate managers in locating and accessing funding sources. E
- Attend conferences, workshops and institutes to stay current in innovations and best practices in distance education. Inform the campus community of appropriate findings. E

Knowledge and Abilities

Knowledge of:

- Oral and written communication skills
- Individual and Group training techniques, practices, and procedures
- A variety of distance learning modalities.
- Instructional design and curriculum development, and assessment.
- Principles of shared governance at the community college level.
- Goals and objectives of the College’s and District’s educational master plan.
- Learning needs of community college students and institutional culture.
- Distance learning systems and equipment.
- Trends and advancements in various types of technology applicable to instruction.
- Funding sources for Distance Education programs.

Ability to:

- Plan, organize, coordinate, and direct the development and implementation of distance learning courses using technological systems and equipment.
- Create and conduct effective workshops related to the Distance Learning program.
- Communicate effectively both orally and in writing.
- Establish and maintain cooperative and effective working relationships with faculty, administrators, classified staff, and students.
- Maintain current knowledge of advances, enhancements and developments in modern technology.
- Market distance learning opportunities to students and staff.

Education and Experience

Master’s degree from an accredited institution, four years of recent successful experience using distance learning education at the college level, and necessary qualifications or equivalency to teach in a COS college faculty service area.
Working Conditions:

Environment
- Primarily indoor environment

Physical Demands
- Ability to sit or stand for long periods of time
- Ability to read printed matter
- Ability to communicate on the phone and in person
- Ability to bend and twist
- Ability to lift up to 20 lbs
- Ability to reach in all directions

Work Year:
- The work years will consist of 175 duty days. The terms and conditions of the work year shall be consistent with those of non-classroom faculty as stipulated in the collective bargaining agreement.
CONSENT CALENDAR
Grant Applications

Status: Action Scheduled
Presented by: Bill Scroggins
President

4

Issue and Background

The following grants have been submitted for consideration:

1. Title of Grant: Career Technical Education/Economic and Workforce Development Pathways: Strengthening Career Technical Education Programs
   COS Contact: Larry Dutto, Academic Services Dean
   Granting Agency: CA Community Colleges Chancellor’s Office
   Amount Requested: $250,000 (total for 2 years of grant)
   Matching Funds: $608,804
   Performance Period: May 2007 through April 2009
   Summary: Project will create an Apprenticeship Program in Advanced Manufacturing by: 1) developing educational pathways for middle, secondary and community college students to develop skills for manufacturing apprenticeship programs; and 2) partnering with the local manufacturing industry to provide resources for increasing the opportunity for apprentice internship programs through local manufacturing companies.

2. Title of Grant: College Assistance Migrant Program (CAMP)
   COS Contact: William L. Garcia, EOPS/CARE Director
   Granting Agency: U.S. Department of Education
   Amount Requested: $2,125,000 (total funding for five years)
   Performance Period: October 1, 2007 through September 30, 2012
   Summary: The grant will provide academic and financial support to help 80 migrant and seasonal farm workers and their children to successfully complete their first year of college.

Recommended Action

It is recommended that the Board of Trustees approve the submission of the above grant applications for funding consideration.
Part III
Budget Information & Narrative
### SECTION A - BUDGET SUMMARY

#### U.S. DEPARTMENT OF EDUCATION FUNDS

<table>
<thead>
<tr>
<th>Budget Categories</th>
<th>Project Year 1</th>
<th>Project Year 2</th>
<th>Project Year 3</th>
<th>Project Year 4</th>
<th>Project Year 5</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Personnel</td>
<td>182,600.00</td>
<td>187,550.00</td>
<td>192,800.00</td>
<td>197,903.00</td>
<td>203,314.00</td>
<td>964,017.00</td>
</tr>
<tr>
<td>2. Fringe Benefits</td>
<td>97,852.00</td>
<td>98,542.00</td>
<td>99,459.00</td>
<td>100,400.00</td>
<td>101,373.00</td>
<td>497,429.00</td>
</tr>
<tr>
<td>3. Travel</td>
<td>15,485.00</td>
<td>15,485.00</td>
<td>15,485.00</td>
<td>15,485.00</td>
<td>15,485.00</td>
<td>77,425.00</td>
</tr>
<tr>
<td>4. Equipment</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>5. Supplies</td>
<td>70,013.00</td>
<td>70,173.00</td>
<td>64,156.00</td>
<td>57,362.00</td>
<td>51,578.00</td>
<td>319,882.00</td>
</tr>
<tr>
<td>6. Contractual</td>
<td>32,000.00</td>
<td>32,000.00</td>
<td>32,000.00</td>
<td>32,000.00</td>
<td>32,000.00</td>
<td>160,000.00</td>
</tr>
<tr>
<td>7. Construction</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>8. Other</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>9. Total Direct Costs (Lines 1-8)</td>
<td>403,750.00</td>
<td>403,750.00</td>
<td>403,750.00</td>
<td>403,750.00</td>
<td>403,750.00</td>
<td>2,018,750.00</td>
</tr>
<tr>
<td>10. Indirect Costs*</td>
<td>21,250.00</td>
<td>21,250.00</td>
<td>21,250.00</td>
<td>21,250.00</td>
<td>21,250.00</td>
<td>106,250.00</td>
</tr>
<tr>
<td>11. Training Stipends</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>12. Total Costs (Lines 9-11)</td>
<td>425,000.00</td>
<td>425,000.00</td>
<td>425,000.00</td>
<td>425,000.00</td>
<td>425,000.00</td>
<td>2,125,000.00</td>
</tr>
</tbody>
</table>

*Indirect Cost information (To Be Completed by Your Business Office):

If you are requesting reimbursement for indirect costs on line 10, please answer the following questions:

1. Do you have an Indirect Cost Rate Agreement approved by the Federal government? [ ] Yes [ ] No

2. If yes, please provide the following information:
   * Period Covered by the Indirect Cost Rate Agreement: [ ] ED [ ] Other (please specify): [MM/DD/YYYY]
   * Approving Federal agency: [ ] ED [ ] Other (please specify): [ ]

3. For Restricted Rate Programs (check one) – Are you using a restricted indirect cost rate that:
   [ ] Is included in your approved Indirect Cost Rate Agreement? [ ] or, [ ] Complies with 34 CFR 76.564(c)(2)?

---

ED Form No. 534
SECTION B - BUDGET SUMMARY
NON-FEDERAL FUNDS

<table>
<thead>
<tr>
<th>Budget Categories</th>
<th>Project Year 1 (a)</th>
<th>Project Year 2 (b)</th>
<th>Project Year 3 (c)</th>
<th>Project Year 4 (d)</th>
<th>Project Year 5 (e)</th>
<th>Total (f)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Personnel</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.00</td>
</tr>
<tr>
<td>2. Fringe Benefits</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.00</td>
</tr>
<tr>
<td>3. Travel</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.00</td>
</tr>
<tr>
<td>4. Equipment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.00</td>
</tr>
<tr>
<td>5. Supplies</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.00</td>
</tr>
<tr>
<td>6. Contractual</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.00</td>
</tr>
<tr>
<td>7. Construction</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.00</td>
</tr>
<tr>
<td>8. Other</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.00</td>
</tr>
<tr>
<td>9. Total Direct Costs (lines 1-8)</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>10. Indirect Costs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.00</td>
</tr>
<tr>
<td>11. Training Stipends</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.00</td>
</tr>
<tr>
<td>12. Total Costs (lines 9-11)</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
</tbody>
</table>

SECTION C - BUDGET NARRATIVE (see instructions)
College of the Sequoias Community College District
College Assistance Migrant Program Grant Proposal - 2007-2008 Fiscal Year - Proposed Budget

<table>
<thead>
<tr>
<th>Personnel Salaries</th>
<th>CAMP Director</th>
<th>$65,000</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>CAMP Counselor</td>
<td>$25,000</td>
</tr>
<tr>
<td></td>
<td>CAMP Eligibility/Outreach Technician</td>
<td>$40,000</td>
</tr>
<tr>
<td></td>
<td>CAMP Project Secretary</td>
<td>$35,000</td>
</tr>
<tr>
<td></td>
<td>CAMP Peer Advisors/Tutors</td>
<td>$17,600</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Personnel Benefits</th>
<th>STRS 8.25%</th>
<th>$5,363</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>SUI 0.05%</td>
<td>$825</td>
</tr>
<tr>
<td></td>
<td>PERS 9.124%</td>
<td>$6,843</td>
</tr>
<tr>
<td></td>
<td>W/C 2.406%</td>
<td>$3,970</td>
</tr>
<tr>
<td></td>
<td>FICA 6.20%</td>
<td>$10,230</td>
</tr>
<tr>
<td></td>
<td>LIFE $145/each</td>
<td>$580</td>
</tr>
<tr>
<td></td>
<td>M/C 1.45%</td>
<td>$2,393</td>
</tr>
<tr>
<td></td>
<td>H/W $16,862/each</td>
<td>$67,448</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Contractual Services</th>
<th>Leadership Academies (4 x $3,000 each)</th>
<th>$12,000</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Orientations (4 x $1,500 each)</td>
<td>$6,000</td>
</tr>
<tr>
<td></td>
<td>Fieldtrips (4 x $1,500 each)</td>
<td>$8,000</td>
</tr>
<tr>
<td></td>
<td>Consultants (6 x $1,000 each)</td>
<td>$6,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Travel</th>
<th>Professional Development Conferences (4 staff)</th>
<th>$5,000</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>CAMP Related Professional Trainings (4 staff)</td>
<td>$5,000</td>
</tr>
<tr>
<td></td>
<td>Student Conferences (80 students x 2 semesters)</td>
<td>$5,000</td>
</tr>
<tr>
<td></td>
<td>Mileage for Outreach and Recruitment (48.5/mi x 1000 miles)</td>
<td>$485</td>
</tr>
</tbody>
</table>

| Health Services | COS Health Fees ($16 fee x 80 students x 2 semesters) | $2,560 |
|                 | Eye Glasses ($100 each x 20 students) | $2,000 |

| Instructional | Materials Fees ($20 fee x 80 students x 2 semesters) | $3,200 |
|              | Uniforms ($100 fee x 10 students x 2 semesters) | $2,000 |
|              | Art Supplies ($35 fee x 40 students x 2 semesters) | $2,800 |
|              | Textbooks/Workbooks ($150 grant x 80 students x 2 semesters) | $24,000 |

| Transportation | Monthly Bus Passes ($30/month x 40 students) | $1,200 |
|               | COS Parking Permits ($20 fee x 40 students x 2 semesters) | $1,600 |

| Student Services | Associated Student Body Cards ($15/card x 80 students) | $1,200 |
|                 | Copier Cards ($10/card x 80 students) | $800 |
|                 | Flash Drives/Memory Sticks ($25/drive x 80 students) | $2,000 |
|                 | Backpacks ($25/backpack x 80 students) | $2,000 |
|                 | Orientation/Survival Kits ($20/kit x 80 students) | $1,600 |

| Office Supplies | Duplication & Printing | $6,000 |
|                | Office Stationary/Colored Paper/Miscellaneous Supplies | $15,000 |
|                | Outreach Materials | $8,053 |

**TOTAL SALARIES/BENEFITS**  $280,252

**TOTAL CONTRACTUAL & OTHER SERVICES**  $123,498

**INDIRECT COSTS (5%)**  $21,250

**TOTAL CAMP PROJECT BUDGET**  $425,000
College of the Sequoias Community College District  
College Assistance Migrant Program Grant Proposal - 2008-2009 Fiscal Year - Proposed Budget

**Personnel Salaries**
- CAMP Director $66,950
- CAMP Counselor $25,750
- CAMP Eligibility/Outreach Technician $41,200
- CAMP Project Secretary $36,050
- CAMP Peer Advisors/Tutors $17,600

**Personnel Benefits**
- STRS 8.25% $5,524
- SUI 0.05% $850
- PERS 9.124% $7,049
- W/C 2.406% $4,089
- FICA 6.20% $10,537
- LIFE $145/each $580
- M/C 1.45% $2,465
- H/W $16,862/each $67,448

**Contractual Services**
- Leadership Academies (4 x $3,000 each) $12,000
- Orientations (4 x $1,500 each) $6,000
- Fieldtrips (4 x $1,500 each) $8,000
- Consultants (6 x $1,000 each) $6,000

**Travel**
- Professional Development Conferences (4 staff) $5,000
- CAMP Related Professional Trainings (4 staff) $5,000
- Student Conferences (80 students plus 4 staff) $5,000
- Mileage for Outreach and Recruitment (48.5/mi x 1000 miles) $485

**Health Services**
- COS Health Fees ($16 fee x 80 students x 2 semesters) $2,560
- Eye Glasses ($100 each x 20 students) $2,000

**Instructional**
- Materials Fees ($20 fee x 80 students x 2 semesters) $3,200
- Uniforms ($100 fee x 10 students x 2 semesters) $2,000
- Art Supplies ($35 fee x 40 students x 2 semesters) $2,800
- Textbooks/Workbooks ($150 grant x 80 students x 2 semesters) $24,000

**Transportation**
- Monthly Bus Passes ($30/month x 40 students) $1,200
- COS Parking Permits ($20 fee x 40 students x 2 semesters) $1,600

**Student Services**
- Associated Student Body Cards ($15/card x 80 students) $1,200
- Copier Cards ($10/card x 80 students) $800
- Flash Drives/Memory Sticks ($25/drive x 80 students) $2,000
- Backpacks ($25/backpack x 80 students) $2,000
- Orientation/Survival Kits ($20/kit x 80 students) $1,600

**Office Supplies**
- Duplication & Printing $5,000
- Office Stationary/Colored Paper/Miscellaneous Supplies $12,000
- Outreach Materials $6,213

**TOTAL SALARIES/BENEFITS** $286,092
**TOTAL CONTRACTUAL & OTHER SERVICES** $117,658
**INDIRECT COSTS (5%)** $21,250

**TOTAL CAMP PROJECT BUDGET** $425,000
### College of the Sequoias Community College District
College Assistance Migrant Program Grant Proposal - 2009-2010 Fiscal Year - Proposed Budget

**Personnel Salaries**
- CAMP Director: $68,959
- CAMP Counselor: $26,523
- CAMP Eligibility/Outreach Technician: $42,436
- CAMP Project Secretary: $37,132
- CAMP Peer Advisors/Tutors: $17,600

**Personnel Benefits**
- STRS 8.25%: $5,690
- PERS 9.124%: $7,260
- FICA 6.20%: $10,854
- M/C 1.45%: $2,539
- SUI 0.05%: $876
- W/C 2.406%: $4,212
- LIFE $145/each: $580
- H/W $16,862/each: $67,448

**Contractual Services**
- Leadership Academies (4 x $3,000 each): $12,000
- Orientations (4 x $1,500 each): $6,000
- Fieldtrips (4 x $1,500 each): $8,000
- Consultants (6 x $1,000 each): $6,000

**Travel**
- Professional Development Conferences (4 staff): $5,000
- CAMP Related Professional Trainings (4 staff): $5,000
- Student Conferences (80 students plus 4 staff): $5,000
- Mileage for Outreach and Recruitment (48.5/mi x 1000 miles): $485

**Health Services**
- COS Health Fees ($16 fee x 80 students x 2 semesters): $2,560
- Eye Glasses ($100 each x 20 students): $2,000

**Instructional**
- Materials Fees ($20 fee x 80 students x 2 semesters): $3,200
- Uniforms ($100 fee x 10 students x 2 semesters): $2,000
- Art Supplies ($35 fee x 40 students x 2 semesters): $2,800
- Textbooks/Workbooks ($150 grant x 80 students x 2 semesters): $24,000

**Transportation**
- Monthly Bus Passes ($30/month x 40 students): $1,200
- COS Parking Permits ($20 fee x 40 students x 2 semesters): $1,600

**Student Services**
- Associated Student Body Cards ($15/card x 80 students): $1,200
- Copier Cards ($10/card x 80 students): $800
- Flash Drives/Memory Sticks ($25/drive x 80 students): $2,000
- Backpacks ($25/backpack x 80 students): $2,000
- Orientation/Survival Kits ($20/kit x 80 students): $1,600

**Office Supplies**
- Duplication & Printing: $4,000
- Office Stationary/Colored Paper/Miscellaneous Supplies: $9,000
- Outreach Materials: $4,196

**TOTAL SALARIES/BENEFITS**: $292,109
**TOTAL CONTRACTUAL & OTHER SERVICES**: $111,641
**INDIRECT COSTS (5%)**: $21,250

**TOTAL CAMP PROJECT BUDGET**: $425,000
## College of the Sequoias Community College District
College Assistance Migrant Program Grant Proposal - 2010-2011 Fiscal Year - Proposed Budget

<table>
<thead>
<tr>
<th>Personnel Salaries</th>
<th>CAMP Director</th>
<th>$71,028</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>CAMP Counselor</td>
<td>$27,319</td>
</tr>
<tr>
<td></td>
<td>CAMP Eligibility/Outreach Technician</td>
<td>$43,710</td>
</tr>
<tr>
<td></td>
<td>CAMP Project Secretary</td>
<td>$38,246</td>
</tr>
<tr>
<td></td>
<td>CAMP Peer Advisors/Tutors</td>
<td>$17,600</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Personnel Benefits</th>
<th>STRS 8.25%</th>
<th>$5,860</th>
<th>SUJ 0.05%</th>
<th>$902</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>PERS 9.124%</td>
<td>$7,478</td>
<td>W/C 2.406%</td>
<td>$4,338</td>
</tr>
<tr>
<td></td>
<td>FICA 6.20%</td>
<td>$11,179</td>
<td>LIFE $145/each</td>
<td>$580</td>
</tr>
<tr>
<td></td>
<td>M/C 1.45%</td>
<td>$2,615</td>
<td>H/W $16,862/each</td>
<td>$67,448</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Contractual Services</th>
<th>Leadership Academies (4 x $3,000 each)</th>
<th>$12,000</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Orientations (4 x $1,500 each)</td>
<td>$6,000</td>
</tr>
<tr>
<td></td>
<td>Fieldtrips (4 x $1,500 each)</td>
<td>$8,000</td>
</tr>
<tr>
<td></td>
<td>Consultants (6 x $1,000 each)</td>
<td>$6,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Travel</th>
<th>Professional Development Conferences (4 staff)</th>
<th>$5,000</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>CAMP Related Professional Trainings (4 staff)</td>
<td>$5,000</td>
</tr>
<tr>
<td></td>
<td>Student Conferences (80 students plus 4 staff)</td>
<td>$5,000</td>
</tr>
<tr>
<td></td>
<td>Mileage for Outreach and Recruitment (48.5/mi x 1000 miles)</td>
<td>$485</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Health Services</th>
<th>COS Health Fees ($16 fee x 80 students x 2 semesters)</th>
<th>$2,560</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Eye Glasses ($100 each x 20 students)</td>
<td>$2,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Instructional</th>
<th>Materials Fees ($20 fee x 80 students x 2 semesters)</th>
<th>$3,200</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Uniforms ($100 fee x 10 students x 2 semesters)</td>
<td>$2,000</td>
</tr>
<tr>
<td></td>
<td>Art Supplies ($35 fee x 40 students x 2 semesters)</td>
<td>$2,800</td>
</tr>
<tr>
<td></td>
<td>Textbooks/Workbooks ($150 grant x 80 students x 2 semesters)</td>
<td>$24,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Transportation</th>
<th>Monthly Bus Passes ($30/month x 40 students)</th>
<th>$1,200</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>COS Parking Permits ($20 fee x 40 students x 2 semesters)</td>
<td>$1,600</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Student Services</th>
<th>Associated Student Body Cards ($15/card x 80 students)</th>
<th>$1,200</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Copier Cards ($10/card x 80 students)</td>
<td>$800</td>
</tr>
<tr>
<td></td>
<td>Flash Drives/Memory Sticks ($25/drive x 80 students)</td>
<td>$2,000</td>
</tr>
<tr>
<td></td>
<td>Backpacks ($25/backpack x 80 students)</td>
<td>$2,000</td>
</tr>
<tr>
<td></td>
<td>Orientation/Survival Kits ($20/kit x 80 students)</td>
<td>$1,600</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Office Supplies</th>
<th>Duplication &amp; Printing</th>
<th>$2,000</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Office Stationary/Colored Paper/Miscellaneous Supplies</td>
<td>$6,000</td>
</tr>
<tr>
<td></td>
<td>Outreach Materials</td>
<td>$3,002</td>
</tr>
</tbody>
</table>

### TOTAL SALARIES/BENEFITS $298,303
### TOTAL CONTRACTUAL & OTHER SERVICES $105,447
### INDIRECT COSTS (5%) $21,250

### TOTAL CAMP PROJECT BUDGET $425,000
## College of the Sequoias Community College District

### College Assistance Migrant Program Grant Proposal - 2011-2012 Fiscal Year - Proposed Budget

<table>
<thead>
<tr>
<th>Personnel Salaries</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>CAMP Director</td>
<td>$73,159</td>
</tr>
<tr>
<td>CAMP Counselor</td>
<td>$28,139</td>
</tr>
<tr>
<td>CAMP Eligibility/Outreach Technician</td>
<td>$45,022</td>
</tr>
<tr>
<td>CAMP Project Secretary</td>
<td>$39,394</td>
</tr>
<tr>
<td>CAMP Peer Advisors/Tutors</td>
<td>$17,600</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Personnel Benefits</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>STRS 8.25%</td>
<td>$6,036</td>
</tr>
<tr>
<td>SUI 0.05%</td>
<td>$929</td>
</tr>
<tr>
<td>PERS 9.124%</td>
<td>$7,703</td>
</tr>
<tr>
<td>W/C 2.406%</td>
<td>$4,469</td>
</tr>
<tr>
<td>FICA 6.20%</td>
<td>$11,515</td>
</tr>
<tr>
<td>LIFE $145/each</td>
<td>$580</td>
</tr>
<tr>
<td>M/C 1.45%</td>
<td>$2,693</td>
</tr>
<tr>
<td>H/W $16,862/each</td>
<td>$67,448</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Contractual Services</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership Academies (4 x $3,000 each)</td>
<td>$12,000</td>
</tr>
<tr>
<td>Orientations (4 x $1,500 each)</td>
<td>$6,000</td>
</tr>
<tr>
<td>Fieldtrips (4 x $1,500 each)</td>
<td>$8,000</td>
</tr>
<tr>
<td>Consultants (6 x $1,000 each)</td>
<td>$6,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Travel</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional Development Conferences (4 staff)</td>
<td>$5,000</td>
</tr>
<tr>
<td>CAMP Related Professional Trainings (4 staff)</td>
<td>$5,000</td>
</tr>
<tr>
<td>Student Conferences (80 students plus 4 staff)</td>
<td>$5,000</td>
</tr>
<tr>
<td>Mileage for Outreach and Recruitment (48.5/mi x 1000 miles)</td>
<td>$485</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Health Services</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>COS Health Fees ($16 fee x 80 students x 2 semesters)</td>
<td>$2,560</td>
</tr>
<tr>
<td>Eye Glasses ($100 each x 20 students)</td>
<td>$2,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Instructional</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Materials Fees ($20 fee x 80 students x 2 semesters)</td>
<td>$3,200</td>
</tr>
<tr>
<td>Uniforms ($100 fee x 10 students x 2 semesters)</td>
<td>$2,000</td>
</tr>
<tr>
<td>Art Supplies ($35 fee x 40 students x 2 semesters)</td>
<td>$2,800</td>
</tr>
<tr>
<td>Textbooks/Workbooks ($150 grant x 80 students x 2 semesters)</td>
<td>$24,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Transportation</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Monthly Bus Passes ($30/month x 40 students)</td>
<td>$1,200</td>
</tr>
<tr>
<td>COS Parking Permits ($20 fee x 40 students x 2 semesters)</td>
<td>$1,600</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Student Services</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Associated Student Body Cards ($15/card x 80 students)</td>
<td>$1,200</td>
</tr>
<tr>
<td>Copier Cards ($10/card x 80 students)</td>
<td>$800</td>
</tr>
<tr>
<td>Flash Drives/Memory Sticks ($25/drive x 80 students)</td>
<td>$2,000</td>
</tr>
<tr>
<td>Backpacks ($25/backpack x 80 students)</td>
<td>$2,000</td>
</tr>
<tr>
<td>Orientation/Survival Kits ($20/kit x 80 students)</td>
<td>$1,600</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Office Supplies</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Duplication &amp; Printing</td>
<td>$2,500</td>
</tr>
<tr>
<td>Office Stationary/Colored Paper/Miscellaneous Supplies</td>
<td>$2,118</td>
</tr>
<tr>
<td>Outreach Materials</td>
<td>$0</td>
</tr>
</tbody>
</table>

**TOTAL SALARIES/BENEFITS**  
$304,687

**TOTAL CONTRACTUAL & OTHER SERVICES**  
$99,063

**INDIRECT COSTS (5%)**  
$21,250

**TOTAL CAMP PROJECT BUDGET**  
$425,000
**BUDGET NARRATIVE**

1. **Personnel** - The CAMP project will employ four employees: (1) CAMP Director; (2) CAMP Counselor; (3) CAMP Eligibility/Outreach Technician; and (4) CAMP Project Secretary. The CAMP Director (full-time – 40 hours per week – year around employee) will serve as the administrator overseeing all aspects of the project including the personnel and budget. The CAMP Counselor (part-time – 17.5 hours per week – academic year employee) will provide the academic, financial, and personal counseling. The CAMP Eligibility/Outreach Technician (full-time – 40 hours per week – year around employee) will recruit prospective CAMP students from throughout the College District and will be responsible for the intake processing of applications. The CAMP Project Secretary (full-time – 40 hours per week – year around employee) will provide administrative support to all CAMP personnel. The complete job descriptions can be found in the Appendix portion of the grant proposal. All compensation packages are in accordance with all three of the College District’s bargaining units and Board of Trustees policies. A detailed compensation package is provided above with a 3% forecasted increase for all salaries.

2. **Fringe Benefits** – All CAMP personnel with the exception of the CAMP Counselor will be provided retirement benefits. All CAMP personnel will be provided life, health, dental, and vision insurance as well as FICA, M/C, SUI, and W/C. A detailed compensation package is provided above with a 3% forecasted increase for all benefits.

3. **Travel** – Professional development conferences will be attended by all CAMP personnel. Costs associated with professional development conferences include association fees, registration fees, hotel, parking, flights, meals, and other related expenses. CAMP personnel will attend regional, state, and federal professional development conferences in order to remain updated with the latest trends in developing and measuring student learning outcomes, event coordination, student outreach, and technology. The point of origin for all trips will be Visalia, California and possible destinations include San Francisco, Los Angeles, Denver, Dallas, New York, Chicago, and
Washington, D.C. Given that the closest airport is in Fresno, California, a forty-five minute drive from Visalia, with limited airline service, flight costs tend to be higher compared with larger and airport hubs. CAMP personnel will also be encouraged to attend conferences and meetings coordinated or sponsored by the U.S. Department of Education especially as they relate to migrant education. And the CAMP project plans to coordinate, execute, and attend student conferences for all 80 CAMPus Scholars and all four CAMP personnel. Student conferences will enable the CAMPus Scholars to build relationships with one another and to meet other college students of similar backgrounds. Student conferences build upon student leadership, community involvement, and personal professional development.

4. **Equipment** – The CAMP project does not plan on purchasing any equipment.

5. **Supplies** – The CAMP project will be responsible for purchasing office stationary, materials, and supplies needed to coordinate and execute all of the planned services and programming. All duplication and printing will be done on-campus through COS Copy and Mail Services. The quotes listed on the proposed budgets above are based on current departmental charges that have been accrued during the current fiscal year for similar categorical programs. Office stationary, colored paper, and miscellaneous supplies are to be purchased from Office Depot which is the College District’s main supplier. And bilingual outreach materials in English and in Spanish will be made and order to market the CAMP project to prospective students and their families. Outreach material will include but not be limited to postcards, flyers, promotional giveaways (e.g., pens, highlighters, etc.), and posters. The outreach materials will supplement outreach activities to take place throughout the College District. The estimated costs for the outreach materials were obtained from the COS School Relations Liaison and the COS Outreach Office.

6. **Contractual** – The CAMP project will coordinate and execute four Leadership Academies for all CAMPus Scholars and CAMP personnel. The Leadership Academies will focus on areas of self-esteem, cultural awareness/exploration, career orientations, academic skill building, time management, fiscal responsibility, communication, technology, and much more. The Leadership
Academies will take place off-campus and will require the hiring of an independent contractor to serve as the presenter and/or guest speaker. Costs associated with the Leadership Academies will include conference rooms, meals, materials, chartered buses, and much more. The CAMP project will also coordinate extended Orientations for all CAMPus Scholars and their families. Currently, COS only has an online orientation geared towards students. The Orientations will include campus tours, vocational presentations, categorical program orientations, a luncheon, health center orientation, registration session, financial aid session, COS student panel, COS instructor panel, distribution of college survival kits, and much more. A concurrent parent orientation will include an overview of American higher education, student services offerings, academic programs available at COS, and an interactive panel with current COS students and parents. The CAMP project will also coordinate four fieldtrips per academic year to four-year universities, museums, and historical sites. The four-year university fieldtrips will allow the CAMPus Scholars to learn of transfer admissions, financial aid, student services offered, and much more. The fieldtrips to museums and historical sites will allow the CAMPus Scholars to explore and learn more about their cultural backgrounds, sensitivity to diversity, and appreciation for others. And lastly, the CAMP project will hire external consultants to provide technical assistance and professional development opportunities for the CAMP personnel. Technical assistance will include training to improve retention, persistence, graduation, and transfer rates. Consultants will also be hired to ensure compliance with all CAMP grant regulations and with all U.S. Department of Education reporting requirements. All consultants hired and paid for by the CAMP project will be entirely devoted to the project.

7. **Construction** - The CAMP project will not engage in any construction projects.

8. **Other** – The CAMP project does not foresee any expenditure in this category.
Part IV
Program Narrative
PROJECT NARRATIVE

(a) NEED FOR PROJECT

i. Magnitude of need for services: Agriculture has always been at the heart of the Central Valley, particularly for the communities from Kings and Tulare Counties that feed into College of the Sequoias (COS). Tulare County continues as the second largest agricultural producer. The workforce that supplies the labor force to support this agriculture base is often of immigrant status and with low educational skills. This workforce is lured here by the abundance of jobs in agriculture and the relatively low cost of living. However, their working conditions are difficult, earnings are low, health benefits are poor or non-existent, and housing is substandard. The work is physically taxing and sometimes unsafe; hours are long.

The increase of the Hispanic, and consequently the migrant population, has led to increased cultural, linguistic and ethnic diversity. In 2000, half of California’s migrant students were located in the Central Valley -- 31.6% of these in the COS’ district and immediate surrounding area. For this population, challenges include a high proportion of children in the population, a large number of single parent families, a lack of child care, high teenage pregnancy rates, high rates of undiagnosed learning disabilities, and high rates of child abuse. With relatively low income, there are fewer resources within the family to support these children, making the public burden even greater” (Great Valley Center). Furthermore, the high mobility of this migrant population makes the youth vulnerable because they face “educational disruption, cultural and language barriers, social isolation, various health-related problems, and other factors” (Danenberg, 2002) that inhibit the ability of the students to do well in school.

Low Educational Attainment: The highest percentage of English Language Learners in CA for 2005-06 is in Tulare and surrounding counties – 27% of total K-12 enrollment in Tulare County
Proficiency in English language is critical to long-term success in school and leads to higher socioeconomic status through high school graduation, college education and better career opportunities.

Education is one of the most fundamental socioeconomic indicators because differences in educational attainment contribute to racial and ethnic differences in other areas such as poverty, health care, employment, and earnings. Kings and Tulare Counties, with their large Hispanic and migrant populations, especially in rural areas, have much lower educational attainment rates than does CA (See below).

Education Attainment Levels: 2000 Census

<table>
<thead>
<tr>
<th>Education Level</th>
<th>Kings Co.</th>
<th>Tulare Co.</th>
<th>Hispanics in Tulare Co.</th>
<th>CA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 9th grade</td>
<td>15.7%</td>
<td>23.0%</td>
<td>44.0%</td>
<td>11.5%</td>
</tr>
<tr>
<td>9th to 12th grade, no diploma</td>
<td>15.4%</td>
<td>15.3%</td>
<td>18.3%</td>
<td>11.7%</td>
</tr>
<tr>
<td>BA or higher</td>
<td>10.3%</td>
<td>11.5%</td>
<td>3.6%</td>
<td>26.6%</td>
</tr>
</tbody>
</table>

Source: 2000 Census

Hispanics earn relatively less than other ethnic groups in California mainly because they have lower levels of educational attainment. While this is particularly true for immigrants, the problem persists even for third generation Hispanics (Lopez, 1999). The 9th grade cohort (1999-00), the 12th grade enrollments (2002-03), and the graduates (2002-03) for the same cohort (by the total number of students and for Hispanic students only) for all public high schools in Kings and Tulare Counties are shown below. This data highlights the lower retention and graduation rates of the same cohort for Hispanic/migrant students.

Tracking of 9th Grade Cohort (2001-02) through Graduation (2004-05)

<table>
<thead>
<tr>
<th></th>
<th>9th Grade (2001-02) Enrollment (# &amp; %)</th>
<th>12th Grade (2004-05) Enrollment (# &amp; %)</th>
<th>Graduates (2004-05) (Number &amp; Percent)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Kings County:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hispanic Students</td>
<td>1,031 (100%)</td>
<td>816 (79.1%)</td>
<td>626 (60.7%)</td>
</tr>
<tr>
<td>ALL Students</td>
<td>2,010 (100%)</td>
<td>1,671 (83.1%)</td>
<td>1,335 (66.4%)</td>
</tr>
<tr>
<td><strong>Tulare County:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hispanic Students</td>
<td>3,757 (100%)</td>
<td>3,505 (93.3%)</td>
<td>2,841 (75.6%)</td>
</tr>
</tbody>
</table>
Unemployment and Poverty: Additional educational and socioeconomic indicators for the COS district and for CA are reflected below. The rural communities that feed into the COS service district have the highest percentage of Hispanics and also the highest unemployment and poverty rates, and the lowest median household incomes than CA or Kings and Tulare Counties as a whole.

Educational and Socioeconomic Indicators for COS District and CA: 2000 Census

<table>
<thead>
<tr>
<th>Area</th>
<th>Less than 9th Grade Education</th>
<th>% Hispanic Population</th>
<th>English Language Only</th>
<th>% Household Income Less Than $25K</th>
<th>% Population With Poverty Status</th>
<th>2005 Rate of Unemployment</th>
</tr>
</thead>
<tbody>
<tr>
<td>California</td>
<td>11.5%</td>
<td>32.4%</td>
<td>60.5%</td>
<td>25.5%</td>
<td>14.2%</td>
<td>5.4%</td>
</tr>
<tr>
<td>Kings Co.</td>
<td>15.7%</td>
<td>43.6%</td>
<td>63.3%</td>
<td>33.9%</td>
<td>19.5%</td>
<td>9.4%</td>
</tr>
<tr>
<td>Tulare Co.</td>
<td>23.0%</td>
<td>50.8%</td>
<td>50.8%</td>
<td>36.6%</td>
<td>23.9%</td>
<td>9.4%</td>
</tr>
<tr>
<td>Corcoran</td>
<td>16.7%</td>
<td>59.6%</td>
<td>54.0%</td>
<td>40.5%</td>
<td>26.9%</td>
<td>9.4%</td>
</tr>
<tr>
<td>Dinuba</td>
<td>31.9%</td>
<td>75.1%</td>
<td>37.4%</td>
<td>38.0%</td>
<td>26.2%</td>
<td>13.8%</td>
</tr>
<tr>
<td>Farmersville</td>
<td>38.2%</td>
<td>72.0%</td>
<td>40.8%</td>
<td>44.0%</td>
<td>30.7%</td>
<td>11.8%</td>
</tr>
<tr>
<td>Lindsay</td>
<td>44.0%</td>
<td>78.0%</td>
<td>31.9%</td>
<td>51.4%</td>
<td>39.9%</td>
<td>11.2%</td>
</tr>
<tr>
<td>Orosi</td>
<td>49.4%</td>
<td>83.0%</td>
<td>18.9%</td>
<td>42.2%</td>
<td>30.9%</td>
<td>18.7%</td>
</tr>
<tr>
<td>Strathmore</td>
<td>35.0%</td>
<td>68.5%</td>
<td>44.0%</td>
<td>49.7%</td>
<td>30.4%</td>
<td>13.6%</td>
</tr>
<tr>
<td>Woodlake</td>
<td>45.2%</td>
<td>83.8%</td>
<td>27.4%</td>
<td>53.1%</td>
<td>38.6%</td>
<td>11.9%</td>
</tr>
</tbody>
</table>

Source: 2000 Census; 2006 EDD Labor Market Information

Hispanics have fewer educational and income resources available in their families. When compared to other ethnic groups, by the 8th grade they are performing at lower rates of basic skills in reading and math – a major contributor to the substantially lower rates of college completion (Cheng 2001). Unemployed, uneducated youth have a dismal future in terms of financial security and socioeconomic status. Based upon 2000 Census data for Kings and Tulare Counties, Hispanics had the highest unemployment rates when compared with Whites and the total population:
Unemployment Rates: By Race/Ethnicity for Persons 16 Years of Age and Older - 2000

<table>
<thead>
<tr>
<th>State/County</th>
<th>Total Population</th>
<th>Hispanic/Latino</th>
<th>White</th>
</tr>
</thead>
<tbody>
<tr>
<td>California</td>
<td>7.0%</td>
<td>10.2%</td>
<td>5.0%</td>
</tr>
<tr>
<td>Kings County</td>
<td>13.6%</td>
<td>21.6%</td>
<td>6.7%</td>
</tr>
<tr>
<td>Tulare County</td>
<td>12.7%</td>
<td>18.5%</td>
<td>7.0%</td>
</tr>
</tbody>
</table>

Source: 2000 Census; 2006 EDD Labor Market Information

**Other Socioeconomic Disadvantages:** Kings and Tulare Counties are ABOVE the State averages for: (1) percent of children in poverty; (2) number of food stamp recipients; (3) K-12 free/reduced meals; (4) percent of 16-19 year old unemployed youth not in school; and (5) teen births (especially for Latinas). Kings and Tulare are BELOW State averages in: (1) percent of K-6 testing at or above the 50th percentile in reading; (2) taking the SAT test; (3) completing UC/CSU course requirements; and (4) percent of children in preschool (California Department of Education, Employment Development Department).

**ii. Project services will serve needs of disadvantaged individuals:** COS has the capacity to serve this migrant population. The College has been successful in offering myriad services to minorities and is listed in *Hispanic Outlook on Higher Education, May 3, 2004* as one of the 2002 top 50 Hispanic Serving Institutions for the numbers of Hispanic graduates. The unique socioeconomic obstacles — educational, financial, and social — that are faced by the large numbers of migrant families in the area can be addressed. For migrant students a college education is the first step toward self-sufficiency. However, for students from migrant backgrounds, the logistics of enrolling in college and the perceived difficulty of securing financial aid often deter students who lack parental encouragement and support. For Hispanic students who master the admissions hurdle, their lack of academic preparedness and knowledge about services to enable success is daunting.

The educational attainment of the student's parents and the emphasis that is placed upon education within the family is important. Students have not learned how to master study and
heuristic skills or utilize their individual strengths in the learning process without guidance. Expectations of a student’s role and responsibility must be communicated and demonstrated by mentors and role models – if not in the family – than in the community.

Migrant students represent the majority of students that frequent the COS Health Center with significant physical, psychological, and emotional health issues and challenges and often lack health insurance or the knowledge to access community health providers. Diabetes, alcoholism, hypertension, sexually transmitted diseases, unplanned pregnancies, relationship violence/abuse, emotional distress/depression and mental illness are disproportionately represented in this population. The COS Health Center, therefore, IS the primary health care resource for many if not most of COS’ disenfranchised students. The CAMPus Scholars program, the CAMP project at COS, proposes to provide the following services to address the educational, financial, medical, career, and personal issues identified.

iii. Project services will identify and address gaps in service, infrastructure, or opportunities:

1. Need for outreach, recruitment, and financial aid services: Current college-wide staffing for outreach is inadequate to identify and recruit students and inform them of financial aid availability for the growing number of potential and at-risk migrant students. CAMP will dedicate staff to publicize and inform parents and students of student services available, assist with the matriculation process which includes completing the admissions application, administering the assessment tests, coordination of orientation, academic counseling and completing all federal and state financial aid applications. CAMP staff will translate all relevant documentation into Spanish and will provide translation services when needed.
2. **Need for development of heuristic skills and success in basic skills:** The increasing numbers of Hispanics placing into basic skills – courses NOT applicable toward an AA/AS degree or transfer (51.4% for math and 41.7% for English in Spring 2005) and their lack of success (63.7% of Spring 2005 Hispanic students enrolled in basic skills math were not successful and 58.3% of Spring 2005 Hispanic students enrolled in basic skills English were not successful) has been a cause of institution-wide concern. CAMP will provide students with extended orientation, academic counseling, and human development skills (goal identification, study skills, time management, money management, critical thinking, etc.) and individual tutoring in order to become better motivated and master students.

3. **Addressing low motivation and lack of role models:** With budget cutbacks in 2002-03, the counseling staff was reduced by approximately 25% and services to students were reduced. CAMP will provide professional counseling (academic, personal, financial, medical, and career) resources to overcome the outside pressures (economic and social) that distract and deter migrant students from achieving their goals. Migrant students seldom have role models that have accomplished success in the workforce as a result of postsecondary education. CAMP will have access to academically successful minority role models who will serve as mentors and motivators.

4. **Need for child care resources and assistance with transportation and miscellaneous expenses:** The need for child care is overwhelming district wide and costs are prohibitive for those with minimal incomes. The majority of migrant students attending will live 10-50 miles from the campus. Transportation is always an issue as mobility via public buses is minimal or non-existent. Books and related expenses can average $700
per semester. CAMP has made provisions to address these needs.

5. **Need for exposure to cultural activities:** Migrant students and most students from underrepresented minorities tend to have limited exposure to cultural activities. Few have traveled beyond the County line or outside the Central Valley. CAMP will offer a variety of enriching experiences, workshops and conferences to students.

6. **Addressing the need for primary health care which will include services such as:** Immunizations, chronic disease screening, TB skin testing, illness assessment, pregnancy testing, hearing and vision screening, psychological counseling, and counseling.

7. **Addressing students with disabilities:** The CAMP project will work closely with the COS Disability Resource Center (DRC) to identify, assess and provide appropriate accommodations for all CAMPus Scholars.

8. **Need for career and vocational guidance:** Referrals will be made to Work Study, Work Experience, Internships and Community Service opportunities. Workshops focusing on interviewing, resume preparation, and job hunting skills will be coordinated.

(b) **QUALITY OF PROJECT DESIGN**

1. **The extent to which the goals, objectives, and outcomes to be achieved by the proposed project are clearly specified and measurable:** The CAMP project will enroll eighty (80) eligible students that matriculate as full-time students as defined by the college district. Students admitted to the CAMP project will receive academic counseling, financial aid assistance, medical referrals, career assessments/guidance along with other supplemental support services that will enable them to meet their educational goals.

Operating under authority of the Student Services Division, COS will ensure compliance and accountability of the CAMP project with Title IV, Section 418A of the Higher Education
Act as defined by the U.S. Department of Education.

The following work plan will demonstrate the CAMP project’s goals, objectives and outcomes to be achieved by COS.

<table>
<thead>
<tr>
<th>Goals</th>
<th>Objectives</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Outreach and Recruitment</td>
<td>1. Increase the enrollment of migrant and seasonal farm working students at COS</td>
<td>1. 80 Migrant and seasonal farm working students will participate in CAMP project</td>
</tr>
<tr>
<td>2. Orientation</td>
<td>2. Conduct assessment testing, and create of Student Educational Plans</td>
<td>2. 100% of CAMP Scholars will be assessed and will have a Student Educational Plan</td>
</tr>
<tr>
<td>3. COS Student Services</td>
<td>3. Introduce CAMP Scholars to COS categorical programs and other student services</td>
<td>3. 100% of all CAMP Scholars will benefit from COS Student Services</td>
</tr>
<tr>
<td>4. Monitoring of Academic Progress</td>
<td>4. CAMP Scholars will be required to maintain a 2.0 grade point average</td>
<td>4. 75% of CAMP Scholars will successfully complete prescribed college courses</td>
</tr>
<tr>
<td>5. Transfer Assistance</td>
<td>5. Encourage CAMP Scholars to pursue a bachelors degree</td>
<td>5. 20% of CAMP Scholars will transfer</td>
</tr>
<tr>
<td>6. Financial Aid Assistance</td>
<td>6. CAMP Scholars will seek all sources of financial aid</td>
<td>6. 100% of CAMP Scholars will apply for financial aid</td>
</tr>
<tr>
<td>7. Career Counseling and Job Placement</td>
<td>7. CAMP Scholars will receive vocational training to acquire meaningful employment</td>
<td>7. 60% of CAMP Scholars will successfully complete a vocational program and be employed within six months of graduation</td>
</tr>
<tr>
<td>8. Academic, Personal and Cultural Enrichment</td>
<td>8. Improve CAMP Scholar self-esteem</td>
<td>8. 80% of CAMP Scholars will have an increased probability of academic success</td>
</tr>
<tr>
<td>9. Health Services</td>
<td>9. Prevent, diagnose and treat any preexisting medical conditions by providing general health services</td>
<td>9. 80% of CAMP Scholars will have an increased probability of academic success</td>
</tr>
<tr>
<td>10. Learning Community</td>
<td>10. Foster a sense of community among CAMP Scholars</td>
<td>10. 100% of CAMP Scholars will have an increased probability of persistence, retention and graduation</td>
</tr>
<tr>
<td>11. Mentorship</td>
<td>11. Encourage CAMP Scholars to complete educational goals</td>
<td>11. 100% of CAMP Scholars will be mentored by educated professionals with similar backgrounds</td>
</tr>
<tr>
<td>12. CAMP Advisory Board</td>
<td>12. Form advisory board to serve as a resource to CAMP Scholars and personnel</td>
<td>12. 100% of CAMP Scholars will benefit from Advisory Board initiative</td>
</tr>
</tbody>
</table>
ii. The extent to which the design of the proposed project is appropriate to and will successfully address the needs of the target population or other identified needs: The following is a brief description of the activities that will be carried out by the CAMP project at COS that will appropriately and successfully address the needs of migrant and seasonal farm working students.

1. Outreach and Recruitment: The CAMP Director will work with all appropriate on-campus COS departments and offices, CAMP Advisory Committee, Tulare County Office of Education Migrant Education Program, Proteus Incorporated’s High School Equivalency Program (HEP), Community Services and Employment Training (CSET), and other community-based organizations to reach out to prospective CAMPus Scholars. Outreach and recruitment will also take place at high schools, adult high schools, alternative secondary schools and other educational institutions throughout the college district. Recruitment activities will include bilingual presentations in Spanish on admissions, assessment, orientation, registration, counseling, and financial aid. All CAMP project outreach publications will be translated into Spanish to assist with outreach and recruitment efforts.

2. Orientation: The CAMP Orientation session prior to the commencement of each academic semester will include information sessions that will review the registration process, matriculation, financial aid, categorical programs, general education curriculum, vocational programs, and four-year university transfer patterns. In addition to the above, the CAMP Orientation will also include a campus tour, a one-on-one counseling session to create a Student Educational Plan and assessment examinations will be administered to determine course placement. Family members will be invited and highly encouraged to
attend the CAMP Orientation in order for them to get a formal introduction to higher education so that they may become more supportive of their CAMPus Scholar. A separate CAMP orientation program will be provided for parents/guardians and other supporters of CAMPus Scholars.

3. **COS Student Services:** CAMP will work closely with the Student Services Division at COS to ensure that all CAMPus Scholars will receive additional support services while they are enrolled at COS. The CAMPus Scholars will be screened and referred by the CAMP Director to determine eligibility to one or more of the student support services currently provided by COS. CAMPus Scholars will be introduced to the additional student services at COS during CAMP Orientation. COS student service programs include but are not limited to: (1) California Mini-Corps; (2) CalWORKs; (3) Cooperative Agencies Resources for Education; (4) Disability Resource Center; (5) Extended Opportunity Programs and Services; (6) Federal Work Study; (7) Financial Aid; and (8) Puente Program.

4. **Monitoring of Academic Progress:** Each CAMPus Scholar will be required to submit mid-semester progress reports and final semester grades to the CAMP project to ensure satisfactory academic progress. All CAMP Scholars will need to maintain at least a 2.0 grade point average in order to maintain eligibility for CAMP. Maintaining a 2.0 grade point average will allow the CAMPus Scholars to remain eligible to receive financial aid and other student support services provided by categorical programs. Monitoring each CAMPus Scholar's academic progress is also important in order to ensure that their Student Educational Plan is being followed in order to accomplish their educational goal. CAMPus Scholars who earn below a 2.0 grade point average will be required to meet
with the CAMP Academic Counselor to address academic deficiencies.

5. **Transfer Assistance:** CAMPus Scholars will be encouraged to transfer to four-year universities. Since CAMPus Scholars will most likely be the first in their families to attend college in the United States, the CAMP Director estimates that only 20% of all CAMPus Scholars will actually transfer. Nevertheless, all CAMPus Scholars will be introduced to four-year universities and taught to value undergraduate, graduate and post-graduate degrees. CAMP will provide admission application fee waivers, will coordinate fieldtrips to universities and will provide academic advising to ensure proper course selection to meet university admittance requirements. The CAMP Director will work closely with the COS Transfer Center to provide additional support services.

6. **Financial Aid Assistance:** CAMPus Scholars will be required to complete and submit the Free Application for Federal Student Aid (FAFSA), the California GPA Verification Form and will be encouraged to apply for scholarships provided by the COS Scholarship Office and the greater community. Individualized appointments will be made with each CAMPus Scholar to help them complete all applicable financial aid applications either online or paper-based in English and in Spanish.

7. **Career Counseling and Job Placement:** Approximately 60% of the CAMPus Scholars will choose to acquire vocational certificate in order to increase their employability to become economically self-sufficient upon graduation. COS provides vocational programs in the following areas (not an all inclusive list): (1) Automotive; (2) Business; (3) Consumer/Family Studies; (4) Fire Academy; (5) Industry/Technology Studies; (6) Nursing; and (7) Police Academy. CAMP will help with job placement within six months of graduation for those who choose to join the workforce after completing their
educational goal. The CAMP Director will work closely with the COS Career Center, local businesses and employment agencies to assist with job placement.

8. **Academic, Personal and Cultural Enrichment:** Each CAMPus Scholar will have the opportunity to gain skills to allow them to grow academically, personally and culturally by means of workshops, guest speakers, extracurricular activities and course curriculum. The academic, personal and cultural enrichment of each CAMPus Scholar is crucial for their success because this will help them build up their self-esteem, learn to become a better student and discover more about the heritage that may have been unknown to them prior to their enrollment at COS.

9. **Health Services:** CAMP will work with the COS Health Center and outside health agencies to provide basic health services to all CAMPus Scholars. Since many of the CAMPus Scholars may not have had access to basic health services, the CAMP project personnel will ensure that each student participant will be able to succeed academically without any impairment that may have been prevented, diagnosed or treated by medical professionals. Basic health services will include a general physical, vision and dental check-up for each CAMPus Scholar. Eligible CAMPus Scholars will also be referred to the Medi-Cal statewide health care program for low income families and application assistance will be provided in English and Spanish.

10. **Learning Community:** All CAMPus Scholars will be required to enroll and successfully participate in a learning community specifically designed for students of migrant and farm working backgrounds to help them transition to higher education, acquire basic skills and improve retention rates. Linked academic courses can include but are not limited to: (1) English; (2) Ethnic Studies; (3) Human Development; (4) Mathematics; (5)
Psychology; and (6) Sociology. Courses that meet COS graduation and transfer requirements will be chosen for the learning community model.

11. **Mentorship:** All CAMPus Scholars will be partnered with a carefully screened mentor from the community. Mentors who have a migrant and seasonal farm working background will be sought. All mentors will be chosen by the CAMP Director and will be required to have at least an Associate’s Degree. Mentor partnership with CAMPus Scholars will be based on profession, vocation and personal background.

12. **CAMP Advisory Board:** The CAMP Director will create a CAMP Advisory Board made up of migrant students, migrant parents, college personnel, non-profit organization representatives, business leaders, and prominent community members. The CAMP Advisory Board will meet on a regular basis to ensure that the appropriate student support services and programming are being provided to all eligible CAMPus Scholars.

**iii. The extent to which the proposed project will be coordinated with similar or related efforts, and with other appropriate community, State, and Federal resources:** CAMP will work closely with the following on-campus programs: (1) California Mini-Corps; (2) CalWORKs; (3) Cooperative Agencies Resources for Education; (4) Disability Resource Center; (5) Extended Opportunity Programs and Services; (6) Federal Work Study; (7) Financial Aid; and (8) Puente Program.

CAMP will work closely with the following off-campus entities: (1) Tulare County Office of Education Migrant Education Program; (2) Tulare County Office of Education Services for Education and Employment; (3) Tulare County Office of Education School-to-Career; (4) Proteus Incorporated’s High School Equivalency Program (HEP); (5) Community Services and Employment Training (CSET); (6) U.S. Department of Agriculture Hispanic Serving Institutions
iv. *The extent to which the proposed project will establish linkages with other appropriate agencies and organizations providing services to the target population:* CAMP will work to establish meaningful and mutually beneficial relationships with external agencies and organizations that work with migrant and seasonal farm working students in Kings and Tulare Counties. External agencies and organizations that focus on immigration, health services, workforce development, civic leadership and volunteer service will be sought.

(c) QUALITY OF MANAGEMENT PLAN

i. *Adequacy of management plan to achieve objectives on time and within budget, including defined responsibilities, timelines, and milestones:* COS plays a pivotal role in enhancing the future of migrant and seasonal farm workers and their children. COS has an excellent history of successful federal and state grant administration.

CAMP staff will be from migrant and seasonal farm laborer backgrounds and have the bilingual skills, expertise, and education to implement the identified services. As a result of their backgrounds, they will adequately understand the needs of the CAMPus Scholars. CAMP staff will regularly attend in-service workshops and conferences (area, state, and national) to maintain and continually develop their professional skills as well as network with other CAMP programs. CAMP staff and the CAMP Advisory Committee will ensure that the identification and recruitment guidelines for student selection are carefully followed.

The CAMP Director will develop and monitor the budget and will conduct annual program reviews to ensure the adequacy of the management plan in order to successfully achieve all defined project objectives. A well thought out plan and calendar will be formulated with the help of the entire CAMP staff and CAMP Advisory Committee to ensure benchmarks are
established and measurable project outcomes are reviewed periodically.

The CAMP Director will prepare and develop budget reports in compliance with all college district and federal guidelines. The CAMP Director will review the budget reports with all CAMP staff and will present budget reports to the CAMP Advisory Committee for their approval in order to assure the necessary checks and balances imbedded in the financial system.

Individual student data and records will be maintained by the CAMP Director in compliance with confidentiality rules and regulations COS, Family Educational Rights and Privacy Act (FERPA) and of the U.S. Department of Education. The extent of the data collected on students will enable staff to monitor student progress, as well as the efficiency and success of the project in the delivery of services.

Defined professional duties and responsibilities of staff will be initially outlined in job descriptions that will be used for hiring purposes. To ensure a diversified applicant pool, the CAMP Director will work with the COS Human Resources Office to advertise in diverse publications and websites. Staff performance evaluations initially conducted at end of the probationary period and then annually thereafter will reinforce duties and responsibilities. The CAMP Director will assign activities with associated timelines to staff and will follow-up with weekly meetings to ensure that timelines are followed. Milestones (mid-term grade reports, successful course completion rates, graduation rates, transfer rates, job placements, and individual student achievements) will be recognized and publicized externally to the community and internally via awards ceremonies.

The CAMP Advisory Committee will have outside agency representation including but not limited to representation from the following entities: (1) Proteus Incorporated; (2) Association of Mexican American Educators; (3) Tulare Kings Hispanic Chamber of Commerce;
(4) Tulare County Office of Education; (5) Kings County Office of Education; (6) California Mini-Corps; (7) Community Services and Employment Training (CSET); (8) U.S. Department of Agriculture; and (9) U.S. Department of Health and Human Services to ensure that there is interagency integration.

**ii. Adequacy of procedures for ensuring feedback and continuous improvement:** CAMP will have several mechanisms to ensure feedback and continual improvement: (1) students will be required to complete evaluations of each service they receive and activity in which they participate; (2) each semester faculty and staff outside CAMP will be asked to participate in project evaluation and solicitations for improvement; (3) the Advisory Committee will closely monitor project implementation and review all evaluation data; and (4) weekly meetings of staff will ensure that the project is on target with implementation of activities and that identified shortcomings can be rectified in order for needed adjustments to be made in a timely manner.

**iii. Adequacy of mechanisms for ensuring high-quality products and services:** Procedures and policies are in place to ensure high-quality CAMP programming and services. They include: (1) all significant products and services will need to be approved by the CAMP Advisory Committee; (2) coordination with on and off-campus entities including other CAMP projects; (3) hiring competent and bilingual CAMP staff; and (4) providing over, above and in addition to products and services not already being provided by the college district.

**iv. Extent to which time commitments are appropriate and adequate:** The proposed project will consist of a 100% Project Director, a 50% Academic/Career Counselor, a 100% Eligibility/Outreach Technician, and 100% Project Secretary. Other hourly staff (tutors and mentors) will work hours that accommodate the needs of the CAMPus Scholars. The CAMP Director will be totally dedicated to the CAMP project and will serve on the administrative team.
at COS. The Academic/Career Counselor will be available to meet students at peak demand times throughout the academic year. The Eligibility/Outreach Technician will recruit prospective students throughout the college district, will review all applications, and will be responsible for file maintenance. And the Project Secretary will provide administrative support to all CAMP staff members. Previous experiences with other federal grants have demonstrated that a staff this size is sufficient to successfully achieve all objectives within stated timelines.

v. Ensuring that diversity of perspectives are brought to bear in operation of project: The CAMP Advisory Committee with its broad-based membership working in close collaboration with COS categorical and student services programs will assure that a diversity of perspectives guide the program. In addition, the COS Administration and CAMP staff will meet regularly with city, state and federal governmental and educational entities, as well as with internal academic services to identify unmet student needs, to discuss mutual concerns, and to do problem solving. Maintaining dialogue with these entities and working closely with the CAMP Advisory Committee will ensure that students’ needs, as identified by these varied constituent groups, are fully addressed.

(d) QUALITY OF PROJECT SERVICES

i. Ensure equal access for students traditionally under-represented based on race, color, national origin, gender, age or disability: COS is committed to serving all students regardless of race, color, national origin, gender, age or disability. The CAMP project will work with all appropriate on-campus COS departments and offices, CAMP Advisory Committee, Tulare County Office of Education Migrant Education Program, Proteus Incorporated’s High School Equivalency Program (HEP), Community Services and Employment Training (CSET), and other community-based organizations to reach out to prospective CAMPus Scholars. Outreach and
recruitment will also take place at high schools, adult high schools, alternative secondary schools and other educational institutions throughout the college district. Recruitment activities will include bilingual presentations in Spanish on admissions, assessment, orientation, registration, counseling, and financial aid. All CAMP project outreach publications will be translated into Spanish to assist with outreach and recruitment efforts.

CAMP project will also collaborate with the University Migrant Services Program at Californian State University, Fresno and the CAMP Program at California State University, Bakersfield to provide ongoing support services for our CAMPus Scholars to identify prospective CAMPus Scholars. Working together with the above-mentioned organizations and agencies, we can be assured that students of under-represented groups are provided equal access to the CAMP project.

\textit{ii. The training or professional development services are of sufficient quality and duration to lead to improvements by the students:} The CAMP staff will coordinate and execute programming and services that are of sufficient quality and duration to lead to improvements by the CAMPus Scholars. Working closely with the COS Career Center and external agencies and organizations, the CAMP project will ensure students have the opportunity to attend and participate in leadership workshops, student conferences, vocational orientations and workforce development training sessions on an on going basis. Registration fees, travel, and all other related expenses to be paid for by the CAMP project.

\textit{iii. The services will lead to improvements in the skills to gain employment:} CAMPus Scholars will be provided with programming and services to improve their skills to gain meaningful employment. To begin, all CAMPus Scholars will be paired up with a mentor that shares the same vocational interests. Mentors will be encouraged to create job shadowing
opportunities, internships, and part-time positions for their CAMPus Scholar. Work experience and work study opportunities will be sought to allow the above to materialize. In addition, CAMPus Scholars will also be taught valuable job hunting skills, resume preparation, and will participate in mock interviews. In collaboration with the COS Career Center, all CAMPus Scholars will have the opportunity to take free employment assessment tests to identify potential career interests.

iv. The services are to focus on those participants with greatest needs: As prospective CAMPus Scholars are recruited, identified, and selected for participation in the program, CAMP staff will conduct a needs assessment of each individual student to determine which students are in greatest need of CAMP services. Students determined to have the greatest needs will then be provided with additional assistance and resources (financial, medical, personal) in order for them to be successful in college. Services to be provided to CAMPus Scholars with the greatest need to include but will not be limited to assessment by the COS Disability Resource Center for learning skills class placement, unlimited tutoring, and referrals to the COS Health Center.

(e) QUALITY OF PROJECT PERSONNEL

The proposed CAMP project staff at COS will be as follows.

Table 1 CAMP STAFF

<table>
<thead>
<tr>
<th>Position</th>
<th>Staff Member</th>
<th>Employment Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director</td>
<td>Marcy Huerta</td>
<td>Full Time</td>
</tr>
<tr>
<td>Academic/Career Counselor</td>
<td>To be named</td>
<td>Part Time</td>
</tr>
<tr>
<td>Eligibility/Outreach Technician</td>
<td>To be named</td>
<td>Full Time</td>
</tr>
<tr>
<td>Peer Advisors/Tutors</td>
<td>To be named</td>
<td>Part Time</td>
</tr>
<tr>
<td>Project Secretary</td>
<td>To be named</td>
<td>Full Time</td>
</tr>
</tbody>
</table>

i. The qualifications, including relevant training and experience of the project director or principal investigator: Mr. Marcy Huerta is the current Program Coordinator for the
California Mini-Corps at COS and has held this position for the past ten years (Please refer to Appendix for resume and for job description). Mr. Huerta will assume full-time responsibility for administering the CAMP project for the five-year grant funding cycle 2007-2012. Mr. Huerta will be responsible for implementing all project objectives and will oversee all administrative and fiscal matters relating to the project.

Mr. Huerta is a first generation college graduate who earned a Bachelor of Arts degree in Liberal Studies with a minor in Spanish from San José State University, studied aboard at the University of Guadalajara to improve his fluency in Spanish and earned his Master of Arts in Organization and Leadership from the University of San Francisco. Mr. Huerta has extensive professional experience in the supervision and evaluation of students and staff at various educational levels, has experience developing elementary and college curriculum, has extensive knowledgeable of federal and state regulations, student services and assessment. Mr. Huerta understands and is sensitive to the academic, economic, social and cultural needs of migrant and seasonal farm worker students as he himself is a former migrant student, migrant teacher, and is currently the Program Coordinator of the California Mini-Corps which serves to train college students who seek to become teachers who wish to work with migrant students.

ii. The qualifications, including relevant training and experience of key project personnel: All CAMP staff will be bilingual in English and Spanish. As an Equal Opportunity Employer, COS will hire CAMP staff that is sensitive to the needs of the migrant and seasonal farm worker students. CAMP staff will have an understanding of and reflect the economic, social and ethnic backgrounds of students selected to participate in CAMP. In addition, COS does not discriminate on the basis of race, color, gender, national origin, age or disability. Applicants from traditionally under-represented groups will be encouraged to apply.
The Academic/Career Counselor (refer to Appendix for job description) in the CAMP project will have the primary duties of academic advising, career development and exploration, monitoring of peer advising and peer tutoring services supporting CAMPus Scholars, monitoring of academic progress, formulation of individual student educational plans, placement of CAMP scholars in appropriate English and math courses utilizing COS assessment and testing services, and program presentations. The Academic/Career Counselor will have a Master’s degree and will be bilingual in English and Spanish.

The Eligibility/Outreach Technician (refer to Appendix for job description) will have the responsibility of recruiting students for participation in the project. The Eligibility/Outreach Technician will also conduct informational presentations to prospective CAMPus Scholars in local area high schools, adult schools, to migrant parent advisory committees, the local High School Equivalency Program (HEP) administered by Proteus, and other community agencies. In addition, the Eligibility/Outreach Technician will assist and provide input in CAMPus Scholar interviews and selection, participate in planning workshops and retreats, assist CAMPus Scholars with financial aid and scholarship applications, and provide reports to the CAMP Director. The position requires a bachelor’s degree or equivalent education, three years of experience in recruitment/outreach services, and will be bilingual in English and Spanish.

The Project Secretary (refer to Appendix for job description) will have the responsibility of coordinating and maintaining schedules; processing and maintaining the budget; maintaining the confidentiality of student records; ordering supplies; and providing clerical support to the CAMP staff. The Project Secretary will be bilingual in English and Spanish and will have the education and experience necessary to successfully work with students of migrant and seasonal farm worker backgrounds.
The Peer Advisors/Tutors will have the responsibility to meet with CAMPus Scholars to identify any concerns relating to the student’s academic progress and to recommend proactive solutions to the CAMP staff. Peer Advisors/Tutors will be hired and scheduled to work during peak times. Peer Advisors/Tutors will be second year COS students of migrant or farmworker backgrounds who are bilingual in English and Spanish.

iii. The qualifications, training and experiences of project consultants or subcontractors:
All project consultants and subcontractors that provide services to the CAMPus Scholars will be required to have the appropriate educational background, relevant work experience and sensitivity to working with students of migrant and seasonal farm worker backgrounds. All project consultants and subcontractors will need to provide evidence of the above by submitting a detailed resume specifically listing previously related work projects that are relevant to the CAMP project and a listing of applicable professional references.

Services to be provided by project consultants and subcontractors for the CAMP project will include but will not be limited to: (1) literacy development; (2) academic skills development; (3) computer skills; (4) research skills; (5) team-building; (6) leadership training; (7) multi-cultural presentations; and (8) other services and programming as necessary.

(f) ADEQUACY OF RESOURCES

i. Support including facilities, equipment, supplies from the college: COS will provide the CAMP project with the appropriate on-campus facilities to ensure the project’s success. Facilities will include but not limited to private office space, reserved parking, classroom utilization, access to computer laboratories, study rooms, and access to lecture halls.

COS will provide the CAMP project with the appropriate equipment to ensure the project’s success. Equipment will include but not limited to a copier, fax machine, telephones,
computers, printers, file cabinets, desk modules, chairs, white boards, and storage cabinets.

COS will provide the CAMP project with the appropriate supplies to ensure the project’s success. Supplies will include but not limited to standard office stationary, free black and white photocopying, and white bond paper.

COS will provide the CAMP project with the following technological support to ensure the project’s success. Technological support will include but not limited to Internet access, access to the campus-wide Sungard Banner student records software program, access to LaserFishe for student educational plans, electronic mail accounts and access, telephone and fax lines, and Microsoft Office Suite software programs.

ii. The commitment of each partner to the implementation and success of project: COS and its partners are fully committed to providing the services and programming needed to successfully operate the CAMP project. The CAMP project will work closely with on and off-campus agencies, departments, and offices (Please refer to Appendix C for Letters of Support and Commitment from these agencies). Collaboratively, the entities will coordinate services and programming to ensure that all CAMPus Scholars will succeed during their first year experience.

The CAMP project will utilize the COS Administrative Services (college business component) to provide accounting services, payroll, purchasing, record-keeping services, monthly detailed expenditure reports, and required federal fiscal reports as needed.

iii. The budget is adequate to support the project: The budget requested for the creation and the implementation of the CAMP project at COS accurately reflects what it would take to ensure the CAMP project’s success (Refer to Budget Documents). The proposed CAMP project budget accurately reflects the costs of all applicable salaries, benefits, student services, fieldtrips, workshops, supplies, equipment, travel, and consultants.
iv. The costs are reasonable to students served and anticipated results and benefits: At COS, the CAMP project will serve 80 students. COS is confident that the proposed CAMP project budget will enable the institution to successfully implement the CAMP project (Refer to Budget Documents). Additional in-kind support from COS will include the use of facilities, equipment, and supplies as previously listed.

v. The incorporation of the project's purposes and activities benefit into the ongoing program of the college at the end of federal funding: COS has made a commitment to support all CAMP activities as they pertain to services directly aimed at first year migrant and farm working students. The COS Administration and the CAMP Advisory Committee will monitor the programming and services provided by the CAMP project over the duration of the grant and will compare and evaluate the effectiveness of the recruitment, retention, graduation and transfer rates to that of the general student population. It is expected that COS will incorporate and continue the programming and services of the CAMP project at the conclusion of the grant.

(g) PROJECT EVALUATION

i. Methods of evaluation are appropriate to the context in which project operates: The CAMP project will routinely plan, implement, and evaluate objectives and activities. Formative and summative evaluation procedures will assure quality implementation, adherence to the Government Performance and Review Act, and documentation of student outcomes. Formative evaluations will be conducted externally by the COS Administration, CAMP Advisory Committee, and by the CAMP Director. This data will include: 1) midyear and annual reports on implementation of objectives; 2) monthly comprehensive financial reports and annual fiscal audit; and 3) recommendations for revisions to objectives. Summative data will be gathered and reviewed internally by the COS Administration, CAMP Advisory Committee, and the CAMP
Director. The above reference entities will periodically review and validate all performance data, meet with staff and students, and provide a summary of program recommendations for inclusion in Annual Performance Report.

ii. Evaluation examines the effectiveness of project implementation strategies: The CAMP project objectives and activities serve as the basis for the annual operational plan. All activities are monitored for efficiency and effectiveness by using: (1) qualitative data and program discussion and assessment of strengths and weaknesses for formative evaluations; and (2) quantitative performance data and pre- and post-surveys for summative evaluation. The combination of tools will enable a thorough examination of the project's effectiveness.

Data to be collected on all participants includes but is not limited to: (1) number of initial participants and their retention and persistence to subsequent semester; (2) ethnicity, gender and age; (3) semester and cumulative GPA; (4) semester and cumulative units attempted and earned; (5) completion of Associate Degrees or Vocational Certificates; and (6) transfer data and performance upon transferring.

iii. Evaluation provides performance feedback and periodic assessment progress toward achieving intended outcomes: A continually updated database containing quantifiable data for each student will be developed and will be accessible for analysis and tracking by designated program staff. CAMP staff will determine the extent of student achievement relative to assessment, instructional support, and academic skills. Progress in meeting objectives is assessed at the end of each semester by the CAMP staff and the Advisory Committee. Areas of concern or proposed changes to any facet of the project are to be approved by the CAMP Director in consultation with the CAMP Advisory Committee and the COS Administration only if changes are significant before sending to the U.S. Department of Education.
Part V
Appendices
**Appendix A - TABLE OF CONTENTS**

**Part 1: Preliminary Documents**

- (a) Application for Federal Assistance (form SF 424)
- (b) ED Supplemental Information for SF 424

**Part 2: Ed Abstract Form**

**Part 3: Budget Narrative Attachment Form**

**Part 4: Program Narrative Attachment Form**

| (a) Need for Project | Page 1 |
| (b) Quality of Project Design | Page 7 |
| (c) Quality of Management Plan | Page 14 |
| (d) Quality of Project Services | Page 17 |
| (e) Quality of Project Personnel | Page 19 |
| (f) Adequacy of Resources | Page 22 |
| (g) Quality of Project Evaluation | Page 24 |

**Part 5: Other Attachments Form - Appendices**

- (a) Table of Contents
- (b) Key Personnel Resume
- (c) Job Descriptions
- (d) Bibliography
- (e) Letters of Support

**Part 6: Assurances and Certificates and Other Forms**
Appendix B – KEY PERSONNEL RESUME

MARCY R. HUERTA
1111 Mae Carden Street
Visalia, CA 93291
(559) 636-1726

EDUCATION

University of San Francisco, San Francisco, CA
Master of Arts in Organization and Leadership (1981-1982)

San José State University, San José, CA
Bachelor of Arts in Liberal Studies – Minor: Spanish (1974-1979)

PROFESSIONAL EXPERIENCE

1997-Present California Mini-Corps Program Coordinator College of the Sequoias, Visalia, CA
Responsible for supervising and training Mini-Corps college students to become migrant teachers.

1996-1997 Fifth and Sixth Grade Teacher Fairview Elementary School, Visalia, CA
Responsible for teaching all content areas.

1995-1996 Sixth Grade Teacher Union Elementary School, Visalia, CA
Responsible for teaching all content areas.

1993-1996 Administrative Intern Visalia Unified School District, Visalia, CA
Responsible for assisting administrators in all areas of curriculum and supervision - Houston, Ivanhoe, Crowley, Fairview, and Highland Elementary schools in Visalia.

1991-1993 Head Teacher East Union Elementary School, Watsonville, CA
Responsible for planning curriculum, supervision and evaluating personnel at East Union Elementary for the Newcomers Program.

1989-1990 Migrant Instructional Support Teacher Watsonville Unified School District, Watsonville, CA
Responsible for leading and guiding migrant instructional aides on establishment of site program. Provided on-going monitoring of services at Rolling Hills and Pajaro Junior High Schools.

1988-1989 Migrant Educational Support Teacher Salsipuedes Elementary School, Watsonville, CA
Responsible for developing a supplementary instructional program with base program.

1988-1989 Grant Summer School Head Teacher Watsonville Unified School District, Watsonville, CA
Organized, planned, and coordinated a six week program with teachers and instructional aides to meet the needs of migrant children at Salsipuedes and Freedom Elementary Schools.

1982-1988 Bilingual Second and Third Grade Teacher H.A. Hyde Elementary School, Watsonville, CA
Responsible for teaching all content areas in English and Spanish.

1979-1983 Bilingual First, Second and Third Grade Teacher Mayfair Elementary School, San José, CA
Responsible for teaching all content areas in English and Spanish.

1976-1978 California Mini-Corps Student Teacher San José State University, San Jose, CA
Planned and coordinated class activities under the direction of several bilingual educators.

SKILLS
Bilingual in English and Spanish
Windows 98/XP, Microsoft Office Suite, Sungard Banner, IBM-PC, Copy and Fax Machine
Appendix C – JOB DESCRIPTIONS

CAMP Project Director (Management Position)

Description of Position
Under the direction of the Director of Students, the CAMP Project Director plans, organizes, directs and manages the activities of the CAMP project; responsible for developing programs and services for student participants in CAMP project.

Representative Duties
- Plan, direct, supervise, evaluate and manage the CAMP project activities and programs.
- Prepare grant proposals, contracts, program plans and budgets for the CAMP project.
- Develop, monitor and manage CAMP project budget.
- Direct and authorize use of federal grant and district funds within the CAMP project; ensure compliance with all contract provisions and funding requirements.
- Initiate goals and objectives for the CAMP project consistent with College’s mission; leads CAMP project planning and evaluation effort.
- Provide leadership in developing and maintaining procedures and protocols for all project functions.
- Coordinate college efforts to develop specialized programs and services for CAMP project student participants.
- Develop partnerships with community agencies, business/industry, and local governments to coordinate efforts to develop specialized programs for CAMP project student participants.
- Develop and maintain partnerships with departments and programs throughout the College District, such as Counseling, Student Employment, College Skills/Tutorial, EOPS/CARE to provide support for CAMP project student participants.
- Select, supervise and evaluate CAMP project staff.
- Represent the college at regional, state and federal conferences and meetings pertaining to the CAMP project.
- Utilize the College District’s integrated software in performing the required duties of the position.
- Serve as member of the Student Services management team, assisting to advance initiatives within Student Services.
- Perform related duties as assigned.

Education and Experience
- Bilingual in English and Spanish
- A Master’s degree in business or public administration, social work, human services, counseling or related area and
- Successful experience in the management or administration of education programs, community organizations, government programs, private industry or
- The equivalent.

Conditions of Employment
- Grant funded position. Weekend and evening hours may be required.
- Annual salary is $51,572 - $72,568 (Management Salary Schedule, Range M-7). Salary placement is to be commensurate with education and experience.
- District-paid medical/dental/vision insurance program for employee and dependents.
- PERS retirement plan and employee life insurance ($100,000) is provided.
- Contract period is for five (5) years beginning in October 2007 through September 2012.
CAMP Counselor

Description of Position
Under the direction of the CAMP Director, the CAMP Counselor will conduct educational, vocational and personal counseling appointments as well as student orientation sessions for migrant and farmworker students.

Representative Duties
- Interpret standardized tests for class placement recommendations.
- Provide follow-up counseling services to students as stipulated by state and college matriculation guidelines.
- Refer students to public service agencies.
- Serve as a recruiter and liaison with educational institutions within community college district.
- Teach components of guidance course (e.g., extended orientation, career planning and personal development) as needed.
- Support the CAMP Director and the CAMP staff to meet CAMP project objectives.
- Represent the college at regional, state and federal conferences and meetings pertaining to the CAMP project.
- Utilize the College District's integrated software in performing the required duties of the position.
- Identify and mitigate circumstances that may limit access and success of CAMP project student participants.
- Participate in appropriate counseling and faculty/staff meetings and committees.
- Participate in college-wide retention efforts.
- Perform related duties as assigned.

Education and Experience
- Bilingual in English and Spanish
- A Master's degree in rehabilitation counseling, clinical psychology, counseling psychology, guidance counseling, career development, social work, human services, educational counseling or related area and
- Two years of occupational experience in work relating to ethnic minorities or persons handicapped by language, social or economic disadvantages or
- A combination of education and other accomplishments that are equivalent.

Conditions of Employment
- Grant funded position. Weekend and evening hours may be required.
- Salary with Master's degree is $43.63 hourly.
- Contract period is for five (5) years beginning in October 2007 through September 2012.
CAMP Eligibility/Outreach Technician

Description of Position
Under the direction of the CAMP Director, the CAMP Eligibility/Outreach Technician will perform a variety of complex and specialized duties relating to the recruitment, eligibility and retention of prospective CAMP project student participants.

Representative Duties
- Review student records and applications to determine program eligibility of prospective CAMP project student participants.
- Provide intake services to qualified students.
- Interpret, apply and explain state and federal eligibility requirements and district policies to students.
- Provide specialized information and assistance to prospective CAMP project student participants and their parents.
- Coordinate with on-campus departments and office to ensure that all CAMP project student participants receive the appropriate direct student services and programming.
- Assist the CAMP Director and CAMP staff with monitoring and maintaining of student records.
- Organize and coordinate the CAMP orientations for CAMP student participants and their parents.
- Provide CAMP project eligibility assistance and information to internal and external agencies, organizations and educational institutions.
- Assist the CAMP Director and CAMP staff with the coordination and execution of special activities and events.
- Refer CAMP student participants to appropriate campus support services.
- Provide assistance to CAMP student participants with registration process.
- Maintain a variety of program records related to student eligibility.
- Participate in on and off-campus student recruitment events.
- Train and provide work direction to others as assigned.
- Utilize the College District's integrated software in performing the required duties of the position.
- Attend staff meetings, conferences and seminars to maintain current knowledge regarding CAMP project eligibility requirements, regulations and District policies.
- Perform related duties as assigned.

Education and Experience
- Bilingual in English and Spanish
- Graduation from high school supplemented by college-level course work in business or related field and
- Two years of progressively responsible experience in a student services area or similar program serving socioeconomically and educationally disadvantaged clientele.

Conditions of Employment
- Grant funded position. Weekend and evening hours may be required.
- Contract period is for five (5) years beginning in October 2007 through September 2012.
CAMP Project Secretary

Description of Position
Under the direction of the CAMP Director, the CAMP Project Secretary will plan, schedule and perform a wide variety of secretary, clerical and computer duties in support of the CAMP project.

Representative Duties
• Perform secretarial duties and relieve the CAMP Director of a variety of clerical, technical and routine administrative duties.
• Serve as the liaison between the CAMP Director and staff, public and other campus personnel.
• Review and proof documents, records and forms for accuracy, completeness and conformance to applicable federal and state guidelines and regulations.
• Train and provide work direction to others as assigned.
• Collect and compile statistical and financial data and other information for inclusion into special and periodic reports.
• Assist in monitoring budget expenditures and maintaining expenditure records.
• Order and maintain office supplies.
• Maintain a variety of records and files.
• Assist with the coordination and execution of special activities and events.
• Operate a computer terminal for the preparation and maintenance of a variety of complex documents, correspondence, reports and related materials.
• Edit and prepare a variety of correspondence, memoranda, reports, flyers, brochures and other materials.
• Receive, open and distribute incoming and outgoing mail.
• Receive visitors, arrange travel, schedule appointments, schedule meetings, screen visitors and refer to appropriate staff.
• Establish and maintain positive staff and public relations.
• Arrange and schedule a variety of meetings and conferences.
• Operate a variety of office machines and equipment.
• Utilize the College District's integrated software in performing the required duties of the position.
• Perform related duties as assigned.

Education and Experience
• Bilingual in English and Spanish
• Graduation from high school supplemented by college-level course work in business or related field and
• Two years of progressively responsible experience in a student services area or similar program serving socioeconomically and educationally disadvantaged clientele.

Conditions of Employment
• Grant funded position. Weekend and evening hours may be required.
• Contract period is for five (5) years beginning in October 2007 through September 2012.
Appendix D – BIBLIOGRAPHY

- California Department of Education, Data Quest, 2005 Statistics
- California Department of Finance, Populations by County and City, 2004 Statistics
- California Employment Development Department, Labor Market Information, 2005


- Danenberg, A.; Jepsen, C.; and Cerdan, Pedro (2002). Student and School Indicators for Youth in California’s Central Valley. San Francisco: Public Policy Institute of California

- Goodban, Nancy; Hedderson, John; Ortiz, Mary Jo; and Branton, Lisa (2004). The State of the Great Central Valley of California. Modesto: Great Valley Center


U.S. Census, 2000
Appendix E – LETTERS OF SUPPORT (see attachments)

(a) Dr. William T. Scroggins, College of the Sequoias
(b) Mr. Michael E. McCann, Proteus Incorporated
(c) Honorable Barbara Boxer, United States Senator
(d) Honorable Devin Nunes, United States House of Representatives
April 10, 2007

Mr. David De Soto, Program Manager
U.S. Department of Education – Office of Migrant Education
400 Maryland Avenue, SW, Room 3E344
Washington, DC 20202-6135

Dear Mr. De Soto:

On behalf of the College of the Sequoias Community College District, Proteus, Inc. is providing this letter of support for their application to implement a College Assistance Migrant Program (CAMP) grant being funded by the U.S. Department of Education (CFDA 84.149A).

Proteus, Inc. strongly supports COS in becoming a recipient of the CAMP grant in light of the great need for the program in the area. Having this program will allow COS to provide academic and financial support necessary to help migrant and seasonal farm workers and their children successfully complete their first year of college. As an organization, Proteus pursues a similar goal in helping farm workers. Proteus' Mission is to "is to continually improve the quality of life of farm workers and other program participants through quality education, training and other services." This program will serve those most traditionally underrepresented and underserved.

Although COS currently has categorically funded programs to serve traditionally underrepresented college students, they are limited to the types of services and programming that target migrant and seasonal farm workers and their children. The CAMP grant would be especially well received by the constituents of the COS college district given the large number of who depend on agriculture for their livelihood and events such as the recent winter freeze that caused many migrant and seasonal farm workers to become displaced and unemployed.

If you have any questions regarding the information above, please don’t hesitate to call me at (559) 733-5423.

Sincerely,

Michael E. McCann
Chief Executive Officer
April 18, 2007

The Honorable Margaret Spellings
Secretary
U.S. Department of Education
400 Maryland Avenue, S.W.
Washington, D.C. 20202

Dear Secretary Spellings:

I am writing to express my support for the U.S. Department of Education College Assistance Migrant Program (CAMP) grant application submitted by the College of the Sequoias Community College District (CSCCD). If awarded, this $425,000 grant will allow the CSCCD to provide essential academic and financial support to help migrant and seasonal farm workers and their children successfully complete their first year of college.

The College of the Sequoias Community College District is a one-college district located on the eastern edge of the San Joaquin Valley, one of the nation’s most productive agricultural regions. By providing traditional and distance education courses to more than 10,000 students in general and vocational education, the administration of the college district is committed to reaching out to its growing and increasingly diverse student population. While the CSCCD currently has categorically-funded programs to serve traditionally underrepresented college students, these programs also have limited services that specifically target migrant and seasonal farm workers and their children.

If awarded, the funds from the CAMP grant will enable the CSCCD to develop and implement programs that will provide students from migrant and seasonal farm workers backgrounds with the skills to succeed in college. These programs will provide students valuable pre-college transition and first-year support services that will help student retention and ultimately college graduation. I am confident that CSCCD students will greatly benefit from the establishment of a CAMP program that will lead to helping them achieve academic success.

I urge you to give this application your most serious consideration. Should you or your staff have any questions regarding this matter, please contact Ameen Khan of my Fresno office at (559) 497-5109.
In advance, I thank you for your attention to this matter.

Sincerely,

Barbara Boxer
United States Senator

BB:ak
April 16, 2007

Dear Mr. De Soto,

I am writing to express my support for the grant application submitted by the College of the Sequoias (COS) for the Department of Education College Assistance Migrant Grant Program (CFDA# 84.149).

COS seeks this funding in order to provide academic and financial support necessary to help migrant and seasonal farm workers and their children successfully complete their first year of college. COS is located in Tulare County and serves the heart of the Central San Joaquin Valley of California. President Bush recently issued a disaster declaration for Tulare County due to a hard winter freeze that has left many migrant and seasonal workers without jobs. This grant would be instrumental in helping some of these workers and their families pursue a college education.

The level of federal investment has lagged behind that of the balance of the state and nation, so the need for federal investment in the San Joaquin Valley is great. A recent study conducted by the Congressional Research Service indicates that the San Joaquin Valley receives federal funding at a far lower rate ($4,736 per capita) than the national average ($6,814 per capita). The area is in such dire straits that President Bush reinitiated an Executive Order requiring all Federal Agencies to work together to help the region. I hope that you would keep this in mind as you consider the merits of this application. I have attached a copy of the Executive Order for your records.

Once again, I would like to reiterate my support for this grant request. I also ask that you advise me of the status and keep me informed of any new developments regarding the request. If you have any questions, please do not hesitate to contact me.

Sincerely,

[Signature]

Devin Nunes
Member of Congress
Part VI
Assurances & Certifications
ASSURANCES - NON-CONSTRUCTION PROGRAMS

Public reporting burden for this collection of information is estimated to average 15 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0040), Washington, DC 20503.

PLEASE DO NOT RETURN YOUR COMPLETED FORM TO THE OFFICE OF MANAGEMENT AND BUDGET. SEND IT TO THE ADDRESS PROVIDED BY THE SPONSORING AGENCY.

NOTE: Certain of these assurances may not be applicable to your project or program. If you have questions, please contact the awarding agency. Further, certain Federal awarding agencies may require applicants to certify to additional assurances. If such is the case, you will be notified.

As the duly authorized representative of the applicant, I certify that the applicant:

1. Has the legal authority to apply for Federal assistance and the institutional, managerial and financial capability (including funds sufficient to pay the non-Federal share of project cost) to ensure proper planning, management and completion of the project described in this application.

2. Will give the awarding agency, the Comptroller General of the United States and, if appropriate, the State, through any authorized representative, access to and the right to examine all records, books, papers, or documents related to the award; and will establish a proper accounting system in accordance with generally accepted accounting standards or agency directives.

3. Will establish safeguards to prohibit employees from using their positions for a purpose that constitutes or presents the appearance of personal or organizational conflict of interest, or personal gain.

4. Will initiate and complete the work within the applicable time frame after receipt of approval of the awarding agency.

5. Will comply with the Intergovernmental Personnel Act of 1970 (42 U.S.C. §§4272-4763) relating to prescribed standards for merit systems for programs funded under one of the 19 statutes or regulations specified in Appendix A of OPM's Standards for a Merit System of Personnel Administration (5 C.F.R. 900, Subpart F).

6. Will comply with all Federal statutes relating to nondiscrimination. These include but are not limited to: (a) Title VI of the Civil Rights Act of 1964 (P.L. 88-352) which prohibits discrimination on the basis of race, color or national origin; (b) Title IX of the Education Amendments of 1972, as amended (20 U.S.C. §§1681-1683, and 1685-1686), which prohibits discrimination on the basis of sex; (c) Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. §794), which prohibits discrimination on the basis of handicaps; (d) the Age Discrimination Act of 1975, as amended (42 U.S.C. §§6101-6107), which prohibits discrimination on the basis of age; (e) the Drug Abuse Office and Treatment Act of 1972 (P.L. 92-255), as amended, relating to nondiscrimination on the basis of drug abuse; (f) the Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970 (P.L. 91-616), as amended, relating to nondiscrimination on the basis of alcohol abuse or alcoholism; (g) §§523 and 527 of the Public Health Service Act of 1912 (42 U.S.C. §§299 d-3 and 290 ee-3), as amended, relating to confidentiality of alcohol and drug abuse patient records; (h) Title VIII of the Civil Rights Act of 1968 (42 U.S.C. §§3601 et seq.), as amended, relating to nondiscrimination in the sale, rental or financing of housing; (i) any other nondiscrimination provisions in the specific statute(s) under which application for Federal assistance is being made; and, (j) the requirements of any other nondiscrimination statute(s) which may apply to the application.

7. Will comply, or has already complied, with the requirements of Titles II and III of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (P.L. 91-646) which provide for fair and equitable treatment of persons displaced or whose property is acquired as a result of Federal or federally-assisted programs. These requirements apply to all interests in real property acquired for project purposes regardless of Federal participation in purchases.

8. Will comply, as applicable, with provisions of the Hatch Act (5 U.S.C. §§1501-1508 and 7324-7328) which limit the political activities of employees whose principal employment activities are funded in whole or in part with Federal funds.

10. Will comply, if applicable, with flood insurance purchase requirements of Section 102(a) of the Flood Disaster Protection Act of 1973 (P.L. 93-234) which requires recipients in a special flood hazard area to participate in the program and to purchase flood insurance if the total cost of insurable construction and acquisition is $10,000 or more.

11. Will comply with environmental standards which may be prescribed pursuant to the following: (a) institution of environmental quality control measures under the National Environmental Policy Act of 1969 (P.L. 91-190) and Executive Order (EO) 11514; (b) notification of violating facilities pursuant to EO 11738; (c) protection of wetlands pursuant to EO 11990; (d) evaluation of flood hazards in floodplains in accordance with EO 11988; (e) assurance of project consistency with the approved State management program developed under the Coastal Zone Management Act of 1972 (16 U.S.C. §§1451 et seq.); (f) conformity of Federal actions to State (Clean Air) Implementation Plans under Section 176(c) of the Clean Air Act of 1955, as amended (42 U.S.C. §§7401 et seq.); (g) protection of underground sources of drinking water under the Safe Drinking Water Act of 1974, as amended (P.L. 93-523); and, (h) protection of endangered species under the Endangered Species Act of 1973, as amended (P.L. 93-205).


14. Will comply with P.L. 93-348 regarding the protection of human subjects involved in research, development, and related activities supported by this award of assistance.

15. Will comply with the Laboratory Animal Welfare Act of 1966 (P.L. 89-544, as amended, 7 U.S.C. §§2131 et seq.) pertaining to the care, handling, and treatment of warm blooded animals held for research, teaching, or other activities supported by this award of assistance.

16. Will comply with the Lead-Based Paint Poisoning Prevention Act (42 U.S.C. §§4801 et seq.) which prohibits the use of lead-based paint in construction or rehabilitation of residence structures.

17. Will cause to be performed the required financial and compliance audits in accordance with the Single Audit Act Amendments of 1996 and OMB Circular No. A-133, "Audits of States, Local Governments, and Non-Profit Organizations."

18. Will comply with all applicable requirements of all other Federal laws, executive orders, regulations, and policies governing this program.

* SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL
Completed on submission to Grants.gov

* TITLE
Superintendent/President

* APPLICANT ORGANIZATION
College of the Sequoias

* DATE SUBMITTED
Completed on submission to Grants.gov

Standard Form 424B (Rev. 7-97) Back
CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

Statement for Loan Guarantees and Loan Insurance

The undersigned states, to the best of his or her knowledge and belief, that:

If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions. Submission of this statement is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required statement shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

* APPLICANT'S ORGANIZATION
College of the Sequoias

* PRINTED NAME AND TITLE OF AUTHORIZED REPRESENTATIVE
Prefix: Dr. * First Name: William Middle Name: T.
Last Name: Scroggins Suffix: * Title: Superintendent/President

* SIGNATURE: Completed on submission to Grants.gov * DATE: Completed on submission to Grants.gov
NOTICE TO ALL APPLICANTS

The purpose of this enclosure is to inform you about a new provision in the Department of Education’s General Education Provisions Act (GEPA) that applies to applicants for new grant awards under Department programs. This provision is Section 427 of GEPA, enacted as part of the Improving America’s Schools Act of 1994 (Public Law (P.L.) 103-382).

To Whom Does This Provision Apply?

Section 427 of GEPA affects applicants for new grant awards under this program. ALL APPLICANTS FOR NEW AWARDS MUST INCLUDE INFORMATION IN THEIR APPLICATIONS TO ADDRESS THIS NEW PROVISION IN ORDER TO RECEIVE FUNDING UNDER THIS PROGRAM.

(If this program is a State-formula grant program, a State needs to provide this description only for projects or activities that it carries out with funds reserved for State-level uses. In addition, local school districts or other eligible applicants that apply to the State for funding need to provide this description in their applications to the State for funding. The State would be responsible for ensuring that the school district or other local entity has submitted a sufficient section 427 statement as described below.)

What Does This Provision Require?

Section 427 requires each applicant for funds (other than an individual person) to include in its application a description of the steps the applicant proposes to take to ensure equitable access to, and participation in, its Federally-assisted program for students, teachers, and other program beneficiaries with special needs. This provision allows applicants discretion in developing the required description. The statute highlights six types of barriers that can impede equitable access or participation: gender, race, national origin, color, disability, or age. Based on local circumstances, you should determine whether these or other barriers may prevent your students, teachers, etc. from such access or participation in, the Federally-funded project or activity. The description in your application of steps to be taken to overcome these barriers need not be lengthy; you may provide a clear and succinct description of how you plan to address those barriers that are applicable to your circumstances. In addition, the information may be provided in a single narrative, or, if appropriate, may be discussed in connection with related topics in the application.

Section 427 is not intended to duplicate the requirements of civil rights statutes, but rather to ensure that, in designing their projects, applicants for Federal funds address equity concerns that may affect the ability of certain potential beneficiaries to fully participate in the project and to achieve to high standards. Consistent with program requirements and its approved application, an applicant may use the Federal funds awarded to it to eliminate barriers it identifies.

What are Examples of How an Applicant Might Satisfy the Requirement of This Provision?

The following examples may help illustrate how an applicant may comply with Section 427.

(1) An applicant that proposes to carry out an adult literacy project serving, among others, adults with limited English proficiency, might describe in its application how it intends to distribute a brochure about the proposed project to such potential participants in their native language.

(2) An applicant that proposes to develop instructional materials for classroom use might describe how it will make the materials available on audio tape or in braille for students who are blind.

(3) An applicant that proposes to carry out a model science program for secondary students and is concerned that girls may be less likely than boys to enroll in the course, might indicate how it intends to conduct “outreach” efforts to girls, to encourage their enrollment.

We recognize that many applicants may already be implementing effective steps to ensure equity of access and participation in their grant programs, and we appreciate your cooperation in responding to the requirements of this provision.

Estimated Burden Statement for GEPA Requirements

According to the Paperwork Reduction Act of 1995, no persons are required to respond to a collection of information unless such collection displays a valid OMB control number. The valid OMB control number for this information collection is 1890-0007. The time required to complete this information collection is estimated to average 1.5 hours per response, including the time to review instructions, search existing data resources, gather the data needed, and complete and review the information collection. If you have any comments concerning the accuracy of the time estimate(s) or suggestions for improving this form, please write to: Director, Grants Policy and Oversight Staff, U.S. Department of Education, 400 Maryland Avenue, SW (Room 3652, GSA Regional Office Building No. 3), Washington, DC 20202-4246.

Optional - You may attach 1 file to this page.
## DISCLOSURE OF LOBBYING ACTIVITIES

Complete this form to disclose lobbying activities pursuant to 31 U.S.C.1352

**Approved by OMB**  
0348-0046

### 1. * Type of Federal Action:
- [ ] a. contract
- [✓] b. grant
- [ ] c. cooperative agreement
- [ ] d. loan
- [ ] e. loan guarantee
- [ ] f. loan insurance

### 2. * Status of Federal Action:
- [ ] a. bid/offer/application
- [✓] b. initial award
- [ ] c. post-award

### 3. * Report Type:
- [✓] a. initial filing
- [ ] b. material change

### 4. Name and Address of Reporting Entity:
- **Prime**
- **SubAwardee**

- *Name*

- *Street 1*  
  *Street 2*

- *City*  
  *State*  
  *Zip*

- Congressional District, if known:

### 5. If Reporting Entity in No. 4 is Subawardee, Enter Name and Address of Prime.

### 6. * Federal Department/Agency:

- **Migrant Education College Assistance Migrant Program**

- CFDA Number, if applicable: 84.149

### 7. * Federal Program Name/Description:

### 8. Federal Action Number, if known:

### 9. Award Amount, if known:

### 10. a. Name and Address of Lobbying Registrant:

- **Prefix**
- **First Name**  
  **Middle Name**

- **Last Name**

- **Suffix**

- *Street 1*  
  *Street 2*

- *City*  
  *State*  
  *Zip*

### 11. Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when the transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be reported to the Congress semi-annually and will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

### 12. b. Individual Performing Services (Including address if different from No. 10a)

- **Prefix**
- **First Name**  
  **Middle Name**

- **Last Name**

- **Suffix**

- *Street 1*  
  *Street 2*

- *City*  
  *State*  
  *Zip*

### 13. * Signature: 
Completed on submission to Grants.gov

### 14. * Name: Prefix **First Name**  
  **Middle Name**

- **Last Name**

- **Suffix**

### 15. **Title:**

### 16. **Telephone No.:**

### 17. **Date:** Completed on submission to Grants.gov

**Federal Use Only:**

**Authorized for Local Reproduction**

**Standard Form - LLL (Rev. 7-97)**
# Survey on Ensuring Equal Opportunity For Applicants

**Purpose:**
The Federal government is committed to ensuring that all qualified applicants, small or large, non-religious or faith-based, have an equal opportunity to compete for Federal funding. In order for us to better understand the population of applicants for Federal funds, we are asking nonprofit private organizations (not including private universities) to fill out this survey.

Upon receipt, the survey will be separated from the application. Information provided on the survey will not be considered in any way in making funding decisions and will not be included in the Federal grants database. While your help in this data collection process is greatly appreciated, completion of this survey is voluntary.

**Instructions for Submitting the Survey**
If you are applying using a hard copy application, please place the completed survey in an envelope labeled "Applicant Survey." Seal the envelope and include it along with your application package. If you are applying electronically, please submit this survey along with your application.

---

<table>
<thead>
<tr>
<th>Applicant's (Organization) Name:</th>
<th>College of the Sequoias</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applicant's DUNS Name:</td>
<td>0309756920000</td>
</tr>
<tr>
<td>Federal Program:</td>
<td>College Assistance Migrant Program CFDA 84.149A</td>
</tr>
<tr>
<td>CFDA Number:</td>
<td>84.149</td>
</tr>
</tbody>
</table>

1. Has the applicant ever received a grant or contract from the Federal government?
   - [ ] Yes  [ ] No

2. Is the applicant a faith-based organization?
   - [ ] Yes  [ ] No

3. Is the applicant a secular organization?
   - [ ] Yes  [ ] No

4. Does the applicant have 501(c)(3) status?
   - [ ] Yes  [ ] No

5. Is the applicant a local affiliate of a national organization?
   - [ ] Yes  [ ] No

6. How many full-time equivalent employees does the applicant have? (Check only one box.)
   - [ ] 3 or Fewer  [ ] 15-50
   - [ ] 4-5  [ ] 51-100
   - [ ] 6-14  [ ] over 100

7. What is the size of the applicant's annual budget? (Check only one box.)
   - [ ] Less Than $150,000
   - [ ] $150,000 - $299,999
   - [ ] $300,000 - $499,999
   - [ ] $500,000 - $999,999
   - [ ] $1,000,000 - $4,999,999
   - [ ] $5,000,000 or more
Survey Instructions on Ensuring Equal Opportunity for Applicants

Provide the applicant's (organization) name and DUNS number and the grant name and CFDA number.

1. Self-explanatory.

2. Self-identify.


4. 501(c)(3) status is a legal designation provided on application to the Internal Revenue Service by eligible organizations. Some grant programs may require nonprofit applicants to have 501(c)(3) status. Other grant programs do not.

5. Self-explanatory.

6. For example, two part-time employees who each work half-time equal one full-time equivalent employee. If the applicant is a local affiliate of a national organization, the responses to survey questions 2 and 3 should reflect the staff and budget size of the local affiliate.

7. Annual budget means the amount of money your organization spends each year on all of its activities.

Paperwork Burden Statement

According to the Paperwork Reduction Act of 1995, no persons are required to respond to a collection of information unless such collection displays a valid OMB control number. The valid OMB control number for this information collection is 1890-0014. The time required to complete this information collection is estimated to average five (5) minutes per response, including the time to review instructions, search existing data resources, gather the data needed, and complete and review the information collection.

If you have any comments concerning the accuracy of the time estimate(s) or suggestions for improving this form, please write to: The Agency Contact listed in this grant application package.
This grant is made and entered into, by and between, the Chancellor’s Office of the California Community Colleges, and the aforementioned district, hereafter referred to as the Grantee. The grant shall consist of the RFA Specification; this Grant Agreement face sheet, the Grantee’s application, with all required forms; and the Grant Agreement Legal Terms and Conditions, (Articles I, Rev. 1/06 and II, Rev. 1/04), as set forth in the RFA Instructions. All of these items are incorporated into this grant by reference.

The total amount payable for this grant under each performance/funding period shall not exceed the amounts shown above as “Amount Encumbered”; and the total amount payable under this agreement shall not exceed the amount shown above as “Total Amount to be Encumbered.”

The term of this grant shall be from September 15, 2006, to and including October 31, 2008. All performance under must be completed by August 31, 2008, except for the submission of any final reports that may be required by Article I of the Grant Agreement.

I hereby certify upon my own personal knowledge that budgeted funds are available for the period and purpose of the expenditure stated above.

STATE OF CALIFORNIA

<table>
<thead>
<tr>
<th>Item</th>
<th>Chapter</th>
<th>Statute</th>
<th>Fiscal Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Object of Expenditure (Code and Title)</td>
<td>Grant Funds Requested</td>
<td>$250,000</td>
<td></td>
</tr>
<tr>
<td>Signature, Accounting Officer (or authorized Designee)</td>
<td>Matching Funds (If applicable)</td>
<td>$608,804 $858,804</td>
<td></td>
</tr>
<tr>
<td>Project Monitor</td>
<td>Signature, Chief Executive Officer (or authorized Designee)</td>
<td>Date</td>
<td></td>
</tr>
</tbody>
</table>

GRANTEE

Project Director Mr. Larry Dutto, Dean of Career Technical Education

Agency

Chancellor’s Office
California Community Colleges
1102 Q Street
Sacramento, California 95814-6511

Signature, Executive Vice Chancellor (or authorized Designee) Date

Steve Bruckman
Printed Name of Person Signing
Executive Vice Chancellor

Printed Name of Person Signing

Bill Scroggins
Title Superintendent/President
College of the Sequoias
915 South Mooney Blvd.
Visalia, California 93277
Strengthening Career Technical Education Programs

RFA#-06-0090

Submitted by
College of the Sequoias District
Dr. Bill Scroggins
Superintendent/President
### Chancellor's Office
California Community Colleges

- **District:** College of the Sequoias
- **College:** College of the Sequoias
- **RFA Specification Number:** 06-0090

### CONTACT PAGE

#### Funding Source(s):
Academic Affairs Divisions Instructional Programs and Services Unit

#### RFA Specification Title:
Strengthening Career Technical Education Programs

#### Facility:
College of the Sequoias

#### Address:
915 South Mooney Boulevard, Visalia, CA 93277

#### City:
Visalia

#### State:
CA

#### Zip+4:
93277

---

#### District Superintendent/President (or authorized Designee)

- **Name:** Dr. Bill Scroggins
- **Title:** Superintendent/President
- **Phone:** (559) 730-3700
- **Date:** March 30, 2007
- **Fax:** (559) 730-3894
- **E-Mail Address:** scrogginsb@cos.edu

#### Responsible Administrator (Appropriate Program Area – Should not be the same as Project Director)

- **Name:** Mr. Dale Norton
- **Title:** Interim Vice-President of Academic Services
- **Phone:** (559) 730-3823
- **Date:** March 30, 2007
- **Fax:** (559) 730-3894
- **E-Mail Address:** dalen@cos.edu

#### Project Director (Person responsible for conducting the daily operation of the grant)

- **Name:** Mr. Larry Dutto
- **Title:** Dean of Academic Services
- **Phone:** (559) 730-3808
- **Date:** March 30, 2007
- **Fax:** (559) 730-3901
- **E-Mail Address:** larryd@cos.edu

#### Business Officer

- **Name:** Dr. Rod Frese
- **Title:** Vice President of Administrative Services
- **Phone:** (559) 730-3795
- **Date:** March 30, 2007
- **Fax:** (559) 730-3894
- **E-Mail Address:** rodf@cos.edu

#### Grant Writer

- **Name:** Mr. Larry Dutto
- **Title:** Dean of Academic Services
- **Phone:** (559) 730-3808
- **Date:** March 30, 2007
- **Fax:** (559) 730-3901
- **E-Mail Address:** larryd@cos.edu
**APPLICATION CONSORTIUM DATA SHEET**

Complete the following information for each partner in the consortium. Use additional sheets if required. Attach this form directly behind the Contact Page.

<table>
<thead>
<tr>
<th>District/College or Organization</th>
<th>College: College of the Sequoias-California Dairy Processing Institute (CDPTI)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Address</td>
<td>915 South Mooney Blvd</td>
</tr>
<tr>
<td>City</td>
<td>Visalia</td>
</tr>
<tr>
<td>State</td>
<td>CA</td>
</tr>
<tr>
<td>Zip</td>
<td>93277</td>
</tr>
<tr>
<td>Project Contact</td>
<td>Jeff Jay-CDPTI Director</td>
</tr>
<tr>
<td>Phone</td>
<td>(559) 730-3808</td>
</tr>
<tr>
<td>Amount of dollars contributed to project</td>
<td>$ 165,880</td>
</tr>
<tr>
<td>Role of the entity in the consortium</td>
<td>College of Sequoias and the CDPTI will serve as the Administrative and Fiscal Agent for this project. In addition to providing oversight from an administrative capacity, it will serve as the lead training and educational provider including but not limited to the following: meeting and training facility space, use of the dairy processing facility, curriculum development and institution classroom management, instructional services.</td>
</tr>
<tr>
<td>Signature of authorizing individual:</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>District/College or Organization</th>
<th>Tulare County Organization for Vocational Education-TCOVE (Regional Occupational Program)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Address</td>
<td>4136 N. Mooney Blvd</td>
</tr>
<tr>
<td>City</td>
<td>Tulare</td>
</tr>
<tr>
<td>State</td>
<td>CA</td>
</tr>
<tr>
<td>Zip</td>
<td>93274</td>
</tr>
<tr>
<td>Project Contact</td>
<td>Ron Johnson, Director</td>
</tr>
<tr>
<td>Phone</td>
<td></td>
</tr>
<tr>
<td>Amount of dollars contributed to project</td>
<td>$ 36,000</td>
</tr>
<tr>
<td>Role of the entity in the consortium</td>
<td>TCOVE is the site for ProcessTec-College of the Sequoias Advanced Manufacturing joint to train students in manufacturing skills that are needed by the industry. TCOVE also coordinates regional occupational training programs for a variety of CTE programs at the secondary level through secondary programs.</td>
</tr>
<tr>
<td>Signature of authorizing individual:</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>District/College or Organization</th>
<th>Tulare County Office of Education (TCOE), School-to-Career Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Address</td>
<td>2637 West Burrel Avenue</td>
</tr>
<tr>
<td>City</td>
<td>Visalia</td>
</tr>
<tr>
<td>State</td>
<td>CA</td>
</tr>
<tr>
<td>Zip</td>
<td>93277</td>
</tr>
<tr>
<td>Project Contact</td>
<td>Randy Wallace, Project Director</td>
</tr>
<tr>
<td>Phone</td>
<td>(559) 733-6101</td>
</tr>
<tr>
<td>Amount of dollars contributed to project</td>
<td>$ 24,000</td>
</tr>
<tr>
<td>Role of the entity in the consortium</td>
<td>Tulare County Office of Education, School-to-Career Program coordinates CTE activities at primary and secondary programs throughout Tulare County. The program creates career pathway information for 7th and 8th graders as well as high school students. TCOE will be instrumental in developing middle school and secondary curriculum projects in advanced manufacturing to create pathways to the community college.</td>
</tr>
<tr>
<td>Signature of authorizing individual:</td>
<td></td>
</tr>
</tbody>
</table>
District: College of the Sequoias
College: College of the Sequoias
RFA Specification Number: 06-0090

District/College or Organization: Tulare County Workforce Investment Board, Inc. (TCWIB)
Address: 4025 W. Noble, Suite A
City: Visalia
State: CA
Zip: 93277

Project Contact: Joseph Daniel, Administrator
Phone: (559) 713-5213
Amount of dollars contributed to project: $ N/A
Role of the entity in the consortium: The TCWIB will serve as an active resource and collaborative partner in this project by leveraging resources for skill assessment, case management, referral for basic skills and occupational skill training and education, core and intensive services. Additionally, the TCWIB will provide access to the following resources via the One-Stop-System: computerized job search, employment assistance, phone/fax, custom recruitments, and coaches, job readiness workshops.

Signature of authorizing individual:

District/College or Organization: ProcessTec Manufacturing Company
Address: 4136 North Mooney Blvd.
City: Tulare
State: California
Zip: 93277

Project Contact: Juliette DeCampos
Phone: (559) 685-9890
Amount of dollars contributed to project: $186,640
Role of the entity in the consortium: College of the Sequoias will be partnering with ProcessTec to provide apprenticeship training for students in advanced manufacturing skills.

Signature of authorizing individual:

District/College or Organization: College of the Sequoias Tech-Prep Consortium
Address: 915 South Mooney Blvd.
City: Visalia
State: California
Zip: 93277

Project Contact: Kris Costa-Tech-Prep Coordinator
Phone: (559) 730-3985
Amount of dollars contributed to project: $ N/A
Role of the entity in the consortium: The College of the Sequoias Tech-Prep Consortium represents 22 secondary programs in Kings and Tulare Counties coordinating monthly career pathway workshops and activities. The college has over 200 articulated courses with secondary programs in both counties. The consortium will assist in curriculum development and outreach activities for the CTE Advanced Manufacturing Program.

Signature of authorizing individual:
Completion of project activities brings together collaborative resources and expertise of educators, service providers, workforce development specialists, and industry leaders. Leveraged resources of key regional partners and funding from this project addresses a critical need regionally—the lack of an employment ready workforce meeting minimum employment standards and opportunities for advanced career technical education leading to apprentice careers in manufacturing.

The College of the Sequoias (COS) is requesting $250,000 from the California Community Colleges Academic Affairs Division to create an **Apprenticeship Program in Advanced Manufacturing**. The project design creates easily accessible non-cost prohibitive opportunities for individuals seeking to increase basic skill knowledge in reading, writing, and mathematics leading to apprenticeships, occupational skills training, work experience, national skills certification, higher education, entrepreneurship, or career employment.

COS is leading a collaborative of industry leaders, local workforce agencies, adult education and K-12/ROP programs, occupational skills training providers, community based organizations, skills certification councils through its consortium partners. The College of the Sequoias has a long proven history of providing a strong educational network that can bring resources together to form partnerships of industry and education that will be essential for providing apprenticeship training in advanced manufacturing.

Manufacturers are not faced with a lack of willing employment candidates, rather employment ready candidates—those who meet minimum employment standards requiring basic skills knowledge in reading, writing, and mathematics. Despite the diversity of manufacturing specialties, each career pathway begins with a similar foundation. To address this gap this project proposes to **create a pipeline for undereducated, underemployed youth and young adults to gain access to contextualized basic skills training/education, apprenticeships, occupational skills certification, national skills certification, higher education, and entrepreneurial or employment career lattices.**

This project includes a two-fold approach: 1) to develop concise educational pathways for middle, secondary and community college students to develop skills for manufacturing apprenticeship programs and 2) to partner with the local manufacturing industry to provide resources for increasing the opportunity for apprentice internship programs through local manufacturing companies.

To accomplish this project the **Collaborative Manufacturing Apprenticeship Academy** (CMAA) will:

1. Establish a Regional Manufacturing Collaborative to define industry basic skill standards and a strategic outreach and marketing plan.
2. Adopt and Implement 12-week contextualized basic skills training and education deliverable through a variety of educational resources (Adult Schools, Community College Systems, and Community Based Organizations) to bring to basic skill standards (increase performance levels in reading, writing, and mathematics).
3. Provide career and educational assessment, guidance and counseling to ensure participants have access and opportunity for occupational skills certification, work experience, apprenticeships, national skills certification, higher education, entrepreneurial and employment pathways.
4. Establish ties for undereducated/underemployed youth and young adults to career technical programs for career readiness (combining skill development and career training leading to higher education and employment opportunity in a target industry).
# Table of Contents

Statement of Need ............................................................................................................. 1

Project Response to Need ................................................................................................. 4

**Annual Work Plan Summary** ......................................................................................... 11
Objective 1- Procedures/Activities/Performance Outcomes/Timelines ....................... 14
Objective 2- Procedures/Activities/Performance Outcomes/Timelines ....................... 15
Objective 3- Procedures/Activities/Performance Outcomes/Timelines ....................... 17
Objective 4- Procedures/Activities/Performance Outcomes/Timelines ....................... 19
Objective 5- Procedures/Activities/Performance Outcomes/Timelines ....................... 21
Objective 6- Procedures/Activities/Performance Outcomes/Timelines ....................... 22
Objective 7- Procedures/Activities/Performance Outcomes/Timelines ....................... 23
Objective 8- Procedures/Activities/Performance Outcomes/Timelines ....................... 24

Project Management ......................................................................................................... 25

Dissemination Plan ............................................................................................................ 31

Overall Feasibility of the Project ....................................................................................... 30

Application Budget Summary-2007-2009 .................................................................... 33
Application Budget Detail Sheet-2007-2009 .................................................................. 34
Application Budget Detail Matching Sheet COS ............................................................. 35
Application Budget Detail Matching Sheet CDPTI .......................................................... 36
Application Budget Detail Matching Sheet TCOVE ......................................................... 37
Application Budget Detail Matching Sheet ProcessTec ................................................. 38
Application Budget Detail Matching Sheet TCOE ......................................................... 39

Appendixes ......................................................................................................................... 43
Letters of Support ................................................................................................................ 43
Needs Statement
Scope of Need
The diversity of the Central California Valley (CCV) depicts an extractive economy, with reliance upon agriculture, forestry and/or mining. This dependence promotes inequality and requires a more diversified economic base to support growth and foster further development in the region. The geographic location of this region and major interstates create an ideal distribution hub for agricultural and food manufacturing industries. "The San Joaquin Valley is already the number-one agricultural area in the world, but we can diversify the economy and make it even stronger. We can improve health care, build a model education system and secure a cleaner, more sustainable future," stated Governor Schwarzenegger in October 2006.

In June 2006 and January 2007 California’s Central San Joaquin Valley suffered two (2) natural disasters (14-day severe heat and 19-day severe freeze) rendering immense devastation to the region. **Governor Schwarzenegger has declared a “State of Emergency” in 18 California Counties — seven (7) fall in the Central Region for California Community Colleges.** Preliminary reports indicate Fresno, Kings, Kern Madera, Merced, and Tulare damages to the agricultural community (crop loss, employment, and ancillary support) far exceed $800 million. Tulare County “who already has the distinction of being the most impoverished county in California” was the most adversely affected with 58% loss to its citrus crop, resulting in a deficit of upward to $418 million in revenue for the citrus industry. This loss compounds a 25% citrus crop loss previously incurred following July’s extreme heat. Thousands of agriculture workers are impacted almost immediately with loss of jobs, leading to economic hardship. Amplifying this are closures of packinghouses and other supportive industry, cancellation of job orders with local EDD offices, and greater unemployment levels.

Traditionally, this core residential workforce boasts low educational achievement and below poverty earnings. This disaster affects one rising regional challenge of diversifying economic base and elevating workforce capability. Low performance levels of educational and skill attainment of the workforce (18-30 year olds) may indicate a potential regional epidemic. **Regionally, there is a lack of competitive advantage for economic growth and development when an established workforce does not have the necessary knowledge, skills, and abilities to meet labor demand and need.** Agriculturally centric, the loss of crops or commodities leading to a higher concentration of dislocated and disadvantaged (underemployed and undereducated) workers magnifies the gap between labor demand and capability. The Central Region, due to a variety of economic challenges, is not able to respond or address gaps as vocational education in California has been severely reduced over the last 25 years. More specifically, new programs have not been developed in areas of high need because funding does not exist for equipment and training materials.

The Central Valley of California, home to over 3.3 million people in both rural and metropolitan areas, faces some of the worst health, educational, social and economic problems in the state. Compared with other regions, Central Valley residents experience the highest rates of unemployment and poverty exacerbating chronic diseases such as asthma, diabetes and cardiovascular disease. According to the U.S. Department of Labor, CCV manufacturing industry (durable and non-durable) employees account for 62 % of workers in the goods-producing sectors. The availability of raw resources and the strategic locations of the proposed Central Valley Careers Collaborative (Fresno, Kern, Kings, Madera, Merced, San Joaquin, Stanislaus, and Tulare) makes the area a desirable manufacturing distribution point for a multitude of major corporations. Like many industries, the manufacturing industry sector has
also increased its use of technology enabling global competitive advantage gain. Issues for consideration regarding the economic vitality in a region are per capita income, poverty, unemployment, and manufacturing annual employment. The averages for California are $22,771, 13.8%, and 4.8% respectively. These indicators reflect that the region lags behind when compared to the State as follows:

<table>
<thead>
<tr>
<th>Region</th>
<th>Per Capita Income</th>
<th>Persons in Poverty</th>
<th>Unemployment Rate</th>
<th>Manufacturing 2005 Average Annual Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fresno</td>
<td>$15,495</td>
<td>20.6%</td>
<td>8.3%</td>
<td>8.0%</td>
</tr>
<tr>
<td>Kern</td>
<td>$15,760</td>
<td>18.2%</td>
<td>7.7%</td>
<td>4.8%</td>
</tr>
<tr>
<td>Kings</td>
<td>$15,848</td>
<td>18.2%</td>
<td>8.3%</td>
<td>8.5%</td>
</tr>
<tr>
<td>Madera</td>
<td>$14,006</td>
<td>21.5%</td>
<td>6.9%</td>
<td>7.3%</td>
</tr>
<tr>
<td>Merced</td>
<td>$14,257</td>
<td>18.2%</td>
<td>9.6%</td>
<td>9.4%</td>
</tr>
<tr>
<td>San Joaquin</td>
<td>$17,365</td>
<td>14.7%</td>
<td>7.3%</td>
<td>9.4%</td>
</tr>
<tr>
<td>Stanislaus</td>
<td>$16,913</td>
<td>14.2%</td>
<td>7.6%</td>
<td>12.9%</td>
</tr>
<tr>
<td>Tulare</td>
<td>$14,006</td>
<td>21.5%</td>
<td>9.2%</td>
<td>8.2%</td>
</tr>
</tbody>
</table>

Regionally, manufacturing accounts for 14% of total jobs, employing over 109,300 workers. For example, non-supervisory positions in Tulare County average $16.00 per hour, which is more than twice minimum wage and well above self-sufficiency standards.\(^1\) The under-skilled labor force is growing faster than job creation despite average growth projections into the next decade. As the industry becomes increasingly specialized and vertically integrated, it becomes more difficult to locate and hire qualified employment candidates.

A strong disconnection between industry need and employment readiness exists in the Central Region. The Fresno County Workforce Investment Board (FCWIB) most recently captures this gap in a strategic analysis of employment and training — *Employment and Training Gap Analysis*. Included in this analysis was greater Fresno County manufacturing industries (food processing, manufacturing, and logistics). *Findings indicate in the next three years, the greater Fresno area alone will see industry demand of 20,000 new positions.* Additional findings show a demand for 7,000 entry-level Manufacturing/Food Processing workers in positions such as: Warehouse/Logistics; machinists; PLC operators; Maintenance Technicians; and Industrial Mechanics. Each identified position requires a highly skilled technical workforce and transcends industry sectors. Skill deficiency impairs the ability of manufacturers to meet production demand, implement improvements, and maintain quality. The aging out (retirement) of technically savvy skilled workers will further diminish competitive capabilities. A reported 76 million baby boomers are set to retire in the next two decades with only a 46 million strong force to take their place. *The problem is the lack of available and accessible basic and career technical education and training programs sufficient to meet employer and job seeker workforce industry-driven demand.*

**Education and Workforce Partnership Enhancements**

*This project solidifies regional efforts of community college districts, workforce and economic development areas, educational partners (youth and adult programs), and human*

---

\(^1\) Tulare County Needs Assessment Report (May 2004). Cal Poly-Rita B. Hill
service organizations to respond to employer and labor demands. COS is leading a collaborative of industry leaders, local workforce agencies, adult education and K-12/ROP programs, occupational skills training providers, community based organizations, and skills certification councils. This collaborative will establish a manufacturing apprenticeship program by creating a clear and concise educational pathway that will lead potential employees from the primary, secondary and community college educational systems. Locally and regionally driven demand precipitates the design of a program to meet occupational training and skill deficiencies in the targeted industry cluster – MANUFACTURING. This necessitates a diversified and coordinated service delivery system linking contextualized basic skills education and occupational skills (career technical training) encompassing diverse specialties that cross multiple industry segments.

This approach enhances existing programs by establishing multiple avenues of access with clear pipelines for education and career opportunities directly tied to local, regional, and national initiatives (e.g., President’s High Growth job Training Initiative). Not only does this strengthen the collaboratives efforts, it further enhances ties to broader regional initiatives (e.g., Cabinet Level Action Plans).

Governor Arnold Schwarzenegger established the California Partnership for the San Joaquin Valley (SJV Partnership) by Executive Order S-5-05 (June 2005) to “...improve the economic prosperity and quality of life for the San Joaquin Valley.” College of the Sequoias serves a vital role in this partnership. In October 2006, the SJV Partnership presented to the Governor a strategic action proposal: The San Joaquin Valley: California’s 21st Century Opportunity. Education and Workforce partnerships are enhanced by active participation in workgroups, which address the overall concerns of the region (e.g., Higher Education and Workforce Development for SJV Partnership; P-16, Tech Prep Consortium). According to the SJV Partnership, the challenge faced regionally is to align the efforts of higher education, economic development, and workforce development to meet industry demands in five (5) targeted industry clusters: 1) Agribusiness; 2) Manufacturing; 3) Supply Chain Management and Logistics; 4) Health and Medical Care; and 5) Renewable Energy.

Relevance

Educational, workforce, and economic development systems support emerging trends, respond to industry-driven needs, and invest in economic vitality. Fulfilling employment needs of individuals and employers through coordinated education and training is essential and is highly demonstrated by collaborative efforts. Great emphasis upon designing/developing programs with opportunities and resources are key elements for systemic change. Coordinated efforts to strengthen existing basic skill programs, combine industry specific technical training, and align education with emerging industry technology are essential. Targeted industry leaders have indicated formally and informally basic skill performance levels do not meet minimum standards for entry-level employment.

Regional gain warrants flexibility in occupation program design and implementation. The region is as diverse in industry as it is in workforce readiness and skill. By standardizing a continuum of basic skills education, we are establishing a baseline for manufacturing career pathways regardless of specific industry segment, geographic location, or product. Many

---


manufacturing occupations are reliant upon transferable skills and are increasingly reliant upon emergent technology. Students in this regional academy will benefit from expanded training capacity, accessibility to short-term programs, and elevated quality standards.

Student Support Services and Unique Areas of Need

This project connects localized efforts to the broader region advancing change and alignment with industry demand and emergent technology. It does not merely touch the surface in an attempt of regionalism. This mechanism for regional stakeholders delivers standardized continuum of service. Collaborative partners seek to elevate the quality of education/training, core, intensive, and supportive services. This approach delivers a high standard of service and assurance each participant receives quality education and training that is transferable across the region – a win-win for the Central California Valley. Student success is reliant upon broad based student support services (e.g., case management, academic advisement, co-enrollment in programs). By creating a consortium of services via education, workforce development, human services, and community based organizations students are prepared for employment and career readiness. Industry leaders are looking to the educational and workforce communities to establish a process for ensuring an adequately prepared workforce. There is much demand from the industry to establish a process and protocol for ensuring training matches actual need represented by certification and assurance, skill-portability, and new career opportunities. A potential need is incorporation of an Employment Readiness Certificate signifying employment candidates/academy alum have attained the basic skills education and training necessary for a manufacturing career. This certification indicates to manufacturing industry leaders that this employment candidate possesses the transferable skills to meet their needs. This need for research validated skills certification is unique to the region’s manufacturing industry as the nation moves toward national skill certification.

PROJECT RESPONSE TO NEED

Response Addresses Gaps Identified in Needs Statement

Expansion of manufacturing business and a paradigm shift toward a leaner-highly qualified workforce indicates the volume of regional worker demand may decline. However, the caliber of workforce capability demand is advancing. For example, an increase in food processing/dairy processing plants and relocation of manufacturers (durable/non-durable) into the region elevates the demand and increases the need for strong technical skills. “Modern manufacturing requires 21st century skills.” The goal of the region is to equip our workforce with high-performance knowledge and skills necessary to increase productivity, innovation, and competitiveness of manufacturers. We must first instill basic skills knowledge and occupational skill certification leading to career technical education.

California is transforming from a basic manufacturing mentality to a value chain of design, production, and logistics. “As manufacturing moves further into computer-controlled automation, more workers need computer skills. Today even light industrial occupations, such as assemblers and material handlers, need basic computer and business application knowledge as they use scanners to track inventory and make adjustments to electronic stockrooms.” For example, jobs in food processing industry require specialized skills due to the evolution of technology in the handling of perishable and cold storage products.

---

4 Manufacturing Skill Standards Council, www.msscusa.org, 10/5/06
5 Manufacturing Careers, EDD, LMID, August 2005
Regional Challenge: the large population of students needing basic skills or remediation in the areas of reading, writing, and mathematics continues to rise. For example, College of the Sequoias basic skill remediation enrollment has risen 12% over the past 3 years. Evidence indicates this trend is region-wide. In response, for those individuals requiring basic skills the collaborative partners propose a 12-week contextualized basic skills academy aligned with career technical education. Academy institutionalization expands regional capacity for proactive response. Expanded and strategic curriculum design of basic skills education broadens student readiness and knowledge base. This creates foundational access to contextualized basic skills training/education, occupational skills certification, apprenticeships, national skills certification, higher education, and entrepreneurial or employment career lattices. By adopting an intensive 12-week contextualized basic skills component, the region is positioned to better meet evolving needs of an in-demand employment ready workforce.

Value-Added Aspects of the Proposed Project

Regional need and challenge transcends commodity, geo-social boundaries, and production capacity. Collaborative objectives and activities unify educators, industry leaders, and workforce development specialists. Regionally it advances the SSJV Partnership goal to align vocational and career technical education with target industries.

This design responds to greater regional desire to improve capacity, accessibility, and quality of educational and training services in high wage in-demand occupations. The Academy’s accelerated contextualized/career technical training replaces the traditional semester-based delivery system. The Collaborative Manufacturing Apprenticeship Academy (CMAA) adds value to the region by:

- Establishing a Collaborative Manufacturing Apprenticeship Academy Advisory Group to define industry basic skill standards, strategic outreach, and marketing aspects;
- Adopting and implementing a 12-week contextualized basic skills training and education component which is deliverable by a variety of educational resources (Adult Schools, Community College Systems, Community Based Organizations); and
- Providing career and educational guidance and counseling to ensure Academy participants have access and opportunity for gaining the necessary knowledge, skills, and abilities for high wage in-demand manufacturing careers.

The Collaborative Manufacturing Apprenticeship Academy (CMAA) proposes to implement a systemic approach responsive to industry-driven needs extending beyond an introduction to manufacturing careers by provide clear access to educational and career pathways.

College and Business Partners

Colleges, ROP, Adult Education Programs, Workforce Investment Boards, community based organizations and private industry each play critical roles in Academy success. Colleges will: assess Academy candidates; provide classroom instruction; provide student support services; coordinate individualized occupational training; identify/develop career pathways. They will also enroll skills deficient students into classes to elevate their skills prior to enrollment into the academy or individualized occupational program.

Workforce Investment Boards and their partner community based organizations will: provide a link between the private sector and higher education; assess and refer potential candidates to the Academy; co-enroll WIA eligible students; provide case management and supportive services. ROP and Adult Education partners will work with candidates interested in
the Academy to combat skill deficiency (below 10th Grade) and improve performance levels. They will also facilitate completion of the course of study and enrollment into the academy.

The Manufacturing Skills Standards Council will provide guidance and support in establishing Regional Assessment Centers for industry skill leading to national certification. State of California Employment Training Panel will collaborate with regional companies to expand capacity to upgrade skills training of incumbent workers by reimbursing industry costs. Business partners will provide input regarding curriculum content and serve in an advisory capacity to ensure industry relevance. Industry leaders will actively participate on a Regional Advanced Manufacturing Advisory Council to provide input, direction, and guidance in the development of relevant education and training programs. (See the Partner Roles and Responsibility Chart on Page 26.)

Relevance to Regional Business and Industry Needs

This academy is designed to answer regional manufacturer’s continuous need for a larger pool of employment ready candidates. Manufacturers and logistics companies express the need for a capable workforce to accommodate anticipated growth and expansion. Because this need is so critical, industry input is integral to program design/development. This is essential as curriculum design must reflect today’s need and tomorrow’s emergent technology. As many as 50% of pre-employment test participants are unable to successfully pass the mathematic and reading portions of the screening instrument. These facts are illustrated by enrollment statistics and a solution is critical. At COS alone 65% of incoming students require basic skills mathematics course, approximately 45% require a basic skills writing course, and 60% require reading remediation. The regional outlook is much the same (e.g., Bakersfield College 60% require reading, 63% require English, and 39% require math remediation).

Industries have provided access to pre-employment tests and participated in data collection (surveys, and focus groups) for gap analysis. Manufacturing leaders have worked closely with their Workforce Investment Boards to identify current critical skills gaps; articulated willingness to serve as mentors/ sounding boards in curriculum design; and will provide feedback for anticipated outcomes. Participating industries will continue to collaborate with Employment Training Panel and regional colleges to facilitate upgraded skills training for incumbent workers. Industry leaders demonstrated desire to elevate incumbent worker skill for meeting evolving standards. Representatives from local stakeholders and partners have met regularly since early June 2006 to discuss a regional collaboration among the counties to address the needs of manufacturing. Other leaders joined these efforts for continuous improvement and will formally become an Advanced Manufacturing Regional Advisory Council.

Capacity for Implementation

The Collaborative Manufacturing Apprentice Academy consists of organizations that have been an integral part of the employment and training community for decades (e.g., COS has been operating for over 80 years). CMAA’s members have established excellent reputations for achieving and exceeding individual mandated performance outcomes. National Awards have been awarded to Consortiums of Community Colleges, Regional Partnerships of Workforce Investment Boards, consortiums of Adult Schools, and individual members. As organizational management and evaluation plans indicate, the CMAA is ready, willing and able to deliver project activities and measurable outcomes specified in this grant application. All partners will work collectively to advance project goals and objectives and achieve participation.
Methodologies and Solutions

Through experience, individuals and organizations gain knowledge of best practices. There are a number of best practices utilized in this project. WorkKeys is such a tool—connecting work skills, training and existing for education and employers; making it easier to meet the requirements of federal programs and legislation; supporting economic and workforce development programs; and it is the basis for Employment Readiness Certification. This methodology will be used to ensure students become adept with employment readiness skills required for regional manufacturing employment success. “Hands on” career technical training instruction allows students to develop skills in a real world environment. Student learners process information differently: auditorily, visually, musically, and kinetically. Effective instructional methodology is used to blend curriculum, experiential learning labs, and internships bringing for greater student success.

Certification of Skill by the Manufacturing Skills Standards Council (MSSC) elevates the level of industry specific performance level. By aligning career, technical training with industry driven standards nationally, this project elevates regional training quality. MSSC\(^6\) contends key benefits of industry-based skill standards for businesses are:

- Meet company needs for agile workers with the core knowledge skills to keep pace with technological change
- Decrease recruitment costs by providing job candidates with industry recognized credentials
- Increase worker productivity and innovation through multi-disciplinary skill-set
- Provide diagnostic tool to benchmark workers against a high-performance national standard and identify skill gaps
- Increase return on investment for training by targeting those skill gaps
- Attract, motivate, and retain qualified employees

Through efforts of the Central Region Consortium the College of the Sequoias has partnered with the 11 community colleges in California’s central valley and coastal colleges to form a work certification program linking community college career technical programs to industry.

Outcomes: Basic Skills Instruction

Basic skills instruction involves a number of methods in this project, which include remediation courses (community colleges, adult schools, community based organizations); industry driven employment preparatory workshops; skill assessment (WorkKeys, CASAS); and the use of preparatory tools offered by organized labor. The Academy Career Readiness Pathways (page 8) illustrates students entering the academy must be assessed at a 10\(^{th}\) grade or higher level. This project will outreach to 3,000 people within the region, 1,200 participants within the region will receive a service, a total of 300 participants will enter some type of program at the community college level. \textit{It is our objective to increase the pass rate of academy student pre-employment tests by 20\%}. Research proven methods and resources (WorkKeys, MSSC, CASAS) will be used to establish student benchmarks and determine appropriate courses for individualized training.

\footnote{\textsuperscript{6} Manufacturing Skills Standards Council. (February 2007) http://www.msscusa.org/}
Occupational Certificate of Completion Program(s)
Projected outcomes of the CMAA include: Outreach to 1,000 people, 200 participants receiving a project service, 50 students entering some type of advanced manufacturing occupational programs at a community college (e.g., Dairy Food Processing; Stainless Steel Welding); In total, 1,250 students/jobseekers will receive some type of employment and training services. The instructional basis for occupational training is the manufacturing career segment. Diversified delivery ensures local flexibility responsive to industry demand. The differing methodology will also incorporate complimentary individualized training in other areas as needed (e.g., Vocational English as a Second Language).

Exemplary Design
The target population of this tract consists of new job entrants, adults, dislocated workers, older youth, persons seeking self-sufficiency, and any other interested persons. There are two categories of customers: 1) industry; and 2) employment candidate – new candidates and incumbent workers (18-30 year olds). There are four (4) tracts with multiple points of entry each leading to individualized level of training and employment. These tracts include: 1) Basic Skill Readiness; 2) Occupational Readiness; 3) National Certification, and 4) Apprenticeship and Entrepreneurial Pathways.

Basic Skill Readiness: Evidenced by industry concern, the majority of candidates tested are unable to pass required pre-employment tests. As part of the academy recruitment process, Adult School partners will offer an Advanced Manufacturing Preparatory (AMP) workshop. This workshop is available to interested potential employment candidates desiring to refresh basic skills knowledge and learn about test taking; and those previously unsuccessful in passing a manufacturing industry pre-employment test.
## Manufacturing Career Advancement Academy Career Readiness Pathways

<table>
<thead>
<tr>
<th>Pathway</th>
<th>Entry-Level</th>
<th>Professional</th>
<th>Leadership</th>
<th>Entrepreneurial</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basic Skills Standard: 10th Grade+</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Assessment Levels less than 10th Grade are required to participate in Adult Basic Education Classes available through educational and training partners. Individuals missing minimum requirements are eligible to continue onward for certificate and employment readiness workshops.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vocational English</td>
<td>Optional</td>
<td>Optional</td>
<td>Optional</td>
<td>Optional</td>
</tr>
<tr>
<td>Vocational English is required for successful employment as materials (instructions, communication, etc.) and communication will be in English. Participation in this pathway is based on assessment and individual self-referral.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Occupational Skills Certification</td>
<td>Optional</td>
<td>✓</td>
<td>✓</td>
<td>Optional</td>
</tr>
<tr>
<td>Occupational Skills Certification is required to enroll in an occupational skills certification program. Individual assessment levels below 7th grade must complete adult basic education training and assess at 10th grade before admitted into occupational skills certification programs.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Certificate of Achievement</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Certification basic minimum skills for employment have been attained.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advanced Manufacturing Preparatory Workshop</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>Optional</td>
</tr>
<tr>
<td>Strong Candidate (graduates 10th Grade+ Basic Skills Education Levels and participate in this workshop which offers refresher training for basic skills, an introduction to employment testing (Form, standardized test taking skills), and workplace optimum issues (attendance, ethics, etiquette, customer service).</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work Experience of Earnest</td>
<td>Optional</td>
<td>Optional</td>
<td>Optional</td>
<td>Optional</td>
</tr>
<tr>
<td>Opportunities will vary depending on industry and participating employer (new entry and/or incumbent workers).</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Apprenticeship</td>
<td>Optional</td>
<td>✓</td>
<td>Optional</td>
<td>Optional</td>
</tr>
<tr>
<td>Opportunities will vary depending on industry and participating employer (new entry and/or incumbent workers).</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Skills Certification</td>
<td>Optional</td>
<td>Optional</td>
<td>✓</td>
<td>Optional</td>
</tr>
<tr>
<td>National Skills Certification is required to enroll in a national skills certification program.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Associates Degree Program</td>
<td>Optional</td>
<td>Optional</td>
<td>Optional</td>
<td>✓</td>
</tr>
<tr>
<td>Entrepreneur Opportunities</td>
<td>Optional</td>
<td>Optional</td>
<td>Optional</td>
<td>✓</td>
</tr>
<tr>
<td>Employment Assistance</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>
The three (3) half-day workshop sessions led by certified instructional staff includes pre- and post-tests. The AMP workshop series is a refresher of basic skills (reading, writing, mathematics, spelling) for participants with an assessed Basic Skills Education Level of 10th grade and higher. It incorporates practical application experience for those who have been out of the educational system for a period of time (e.g., have not taken a math class in 10 years). *An additional component of this workshop will include simulated testing environments to introduce individuals to the pressures often associated with proctored and timed examinations and standardized tests.* COS will pilot the workshop in conjunction with the Tulare County Workforce Investment Board, Inc.'s - System for Strong Candidates Program. The format and design will be shared with the region for replication of service.

Multiple access points are available and each candidate’s performance level is benchmarked. Those initially assessed at below 10th grade will enroll in appropriate level remediation programs at the provider of choice: College District, Adult School, ROP, School-to-Career Programs (referral); Community Based-Organizations Basic Education Training Classes, etc. The Community College Region will link to other adult education service providers for outreach, basic skill and in some cases occupational skill training.

**Occupational Readiness:** CMAA partners have existing occupational skills programs, which are strengthened by the basic skills readiness component. Academy participants assessing at a 10th Grade or higher performance level may enroll directly in an occupational program at any regional academy location. These programs will align with industry standards and respond to state and national regulations for licensure. In fact, College of the Sequoias has recently received approval for an Electronics course to align with California State Certification requirements. Centers for Applied Competitive Technologies (CACT), Region V, will provide nationally certified career technical training. CACT will provide access to portable equipment for experiential learning. Participants may co-enroll in the basic skills readiness tract and the occupational readiness program following appropriate assessment and student advisory.

**National Certification:** Academy participants who complete the occupational readiness tract have the option of advancing educational and training opportunities (Associates, Bachelors, Masters). Additionally, they are eligible to take certification workshops and training to obtain National Certification via WorkKeys and MSSC. Incumbent workers who meet/exceed academy basic skills performance level standards may dual enroll in occupational readiness and national certification. Academy participants entering in the Basic Skills Readiness tract must meet minimum performance levels and complete occupational readiness prior to becoming eligible for national certification.

**Apprenticeship and Entrepreneurial Pathways:** Academy participants who complete the occupational readiness tract have the option of advancing occupational skills training by choosing an apprenticeship or entrepreneurial pathway. For example, those participating in the Electrician occupational program with COS will have the apprenticeship option(s) with the labor organization International Brotherhood of Electrician Workers (IBEW). Additionally, community based organizations and other partners provide support and training for entrepreneurial pursuits (e.g., contractor license).

**Project Sustainability**

Short-term sustainability of the Academy is reliant upon the CMAA partners continuing to leverage existing resources to navigate systemic change. Building a program where regardless of funding source, entity, or client base, there is equal access to a standard continuum of service.
the region has a bright future. Each identified partner ultimately is seeking to provide quality service and training to clients. By coordinating the delivery and elevating the quality of curriculum and service, the region stands to promote economic prosperity. This pilot is sustainable in the short-term by leveraging occupational skills training, adult daily attendance, other community resources, and projected industry demand. As the quality and caliber of employee entering the workforce rises, the credibility of the partnership expands. This project establishes benchmarks for performance evaluation that will be leveraged to expand the institutionalized aspects far beyond those of manufacturing. Other in-demand industry programs will be added to the menu of career technical training. This will ultimately lead to long-term sustainability as adult daily attendance, college enrollments, and leveraged industry partner resources develop.

Project Replication
This pilot project is easily replicable as it incorporates multiple points of entry and is not cost prohibitive. Many unemployed and/or undereducated youth and young adults are eligible for core, intensive, and supportive services provided by regional One-Stop Service Centers and those ineligible would face little or no cost for training. The adoption of a standardized 12-week contextualized basic skills education curriculum for improving reading, writing, and math is essential. Academy participants will gain basic skills via local community colleges, adult schools, ROP programs, and community based organizations. These partners will offer standard skills training and provide educational and career guidance leading to occupational skills certification, work experience, apprenticeships, national skills certification, higher education, and entrepreneurial or career employment pathways. Educational and career guidance will include a basic skills and occupational skill set assessment (CASAS, WorkKeys). Students will receive access to: occupational skills certification, manufacturing careers preparatory workshop(s), work experience and/or apprenticeships, national skills certification, higher education/training entrepreneurship, and employment.

Project Feasibility and Positive Regional Impact
Proposed objectives with respective approaches/solutions are feasible and deliver positive results as succinct system design meets both the workforce and the manufacturing industry need. Strategic approach leverages collaborative resources and expertise of educators, service providers, workforce development specialists, and industry leaders. A standardized multi-point entry services allows greater level of access by a higher volume of underemployed and/or undereducated individuals. More people will be served, leading to career opportunities in a high wage industry. Incorporating a standardized curriculum, educational and career guidance, and access to career advancement opportunities throughout the region leads to a highly prepared workforce able to obtain self-sufficiency thus improving the economic vitality of the California’s Central Valley and the state. Leveraged resources of key regional partners and funding from the project addresses a critical need regionally-the lack of an employment ready workforce meeting the minimum employment standards for and opportunities for advance career technical education leading to careers in manufacturing. Many coalitions and collaborations exist among this region with each seeking to meet education, training, and employment needs. This academy serves as a portal for consolidated programming where existing resources are delivered through a single mechanism.
ANNUAL WORKPLAN SUMMARY

Chart 1 illustrates the Workplan that documents the Objectives and Procedures and Activities that respond to the RFA-06-0090 Specifications as outlined in the Instructions, Terms and Conditions for Distressed Areas.

**Project Outcomes from funding will establish a Collaborative Apprenticeship Manufacturing Academy to serve 150 individuals for apprenticeship programs in advanced manufacturing areas such as food processing, industrial maintenance, electrical certification and environmental control technology.**

<table>
<thead>
<tr>
<th>Description of Required Activity</th>
<th>Objectives and Procedures that Respond to Required Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Provide technical assistance and leadership to the projects.</td>
<td>1.4, 1.1, 1.3</td>
</tr>
<tr>
<td>2. Create new industry partnerships with high schools and ROCPs.</td>
<td>2.1, 2.2</td>
</tr>
<tr>
<td>3. Document career pathways in emerging high wage/high skill industries.</td>
<td>2.3, 6.2, 6.3, 6.4</td>
</tr>
<tr>
<td>4. Develop regional collaboratives among high school, ROCP and community college faculty.</td>
<td>2.1, 2.2, 2.3</td>
</tr>
<tr>
<td>5. Provide professional development for high school, ROCP and community college faculty.</td>
<td>1.1, 1.2, 1.3</td>
</tr>
<tr>
<td>6. Provide outreach activities regarding high wage/high skill career opportunities to high school students.</td>
<td>7.1, 7.2, 7.3, 7.4</td>
</tr>
<tr>
<td>7. Provide professional development for counselors and student support personnel to ensure program viability and student access.</td>
<td>1.1, 1.2, 1.3</td>
</tr>
<tr>
<td>8. Identify data needed to evaluate long-term project results.</td>
<td>4.1, 4.2, 4.3</td>
</tr>
<tr>
<td>9. Create worksite-learning opportunities for students through apprenticeship, work experience programs.</td>
<td>2.4, 2.5</td>
</tr>
<tr>
<td>10. Develop new models for high schools and ROCPs, and present them at professional development conferences.</td>
<td>3.1, 3.2, 3.3, 3.4, 8.1, 8.2, 8.3</td>
</tr>
<tr>
<td>11. Develop a methodology to inform students about the options for continued study after they have completed the courses.</td>
<td>5.1, 5.2, 5.3, 5.4, 6.1, 6.2, 6.3, 6.4</td>
</tr>
</tbody>
</table>
**Objective 1:** (Based on RFA Specification) (Only one objective per page)

Engage faculty in the development and implementation of contextualized Basic Skills courses that align with existing career technical education curriculum in emerging high wage, high growth career fields that offer employment opportunities.

<table>
<thead>
<tr>
<th>Activities</th>
<th>Measurable Outcomes</th>
<th>Timeline (Month/Year)</th>
<th>Responsible Persons</th>
</tr>
</thead>
</table>
| 1.1 Leverage internal and external resources to engage faculty at the College of the Sequoias, Adult Schools and Consortium Industry Partners. | 1.1 Identify and document a minimum of 12 community college CTE faculty, 15 secondary faculty, 6 middle school faculty, 8 counselors and 8 industry representatives to be involved in the CAMA academy.  
1.2 Document all participants in the CAMA academy be involved in the developing and implementing contextualized basic skills courses so that curriculum is developed that will utilize an applied approach in the teaching of technical mathematics and applied writing skills. | 6/2007-9/2007          | Larry Dutto, Project Director  
Juliette DeCampos, Project Coordinator |
| 1.2 Use existing partnerships to engage faculty in the strengthening and implementing contextualized basic skills. | 1.3 Provide resources for a minimum of 6 working sessions for all faculty to develop curriculum that addresses the use of applied basic skills training through the incorporation of Student Learning Outcomes for CTE basic skills curriculum.                                                                                                                            | 6/2007-9/2007          |                                                                                   |
| 1.3 Professional development for faculty implementing project courses.     |                                                                                                                                                                                                                                                                                                                                                  |                        |                                                                                   |
### Objective 1: (Based on RFA Specification) (Only one objective per page)

Engage faculty in the development and implementation of contextualized Basic Skills courses that align with existing career technical education curriculum in emerging high wage, high growth career fields that offer employment opportunities.

<table>
<thead>
<tr>
<th>1.4 Identify of basic skills requirements and standardized skills expectations for students.</th>
<th>1.4 Work with the Workforce Investment Board in Tulare and Kings Counties to recruit and assess 250 potential participants in the program utilizing approved assessment tools such as WorkKeys, CASAS and MSSC.</th>
<th>9/1/07-12/31/07 Juliette DeCampos Project Coordinator Local Workforce Investment Board One-Stop Centers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.5 Explore of non-traditional instructional methods involving worksite-learning opportunities.</td>
<td>1.5 Use non-traditional teaching methods and experiential learning labs utilizing an applied approach for teaching technical mathematics and literacy skills in all developed curriculum.</td>
<td>9/1/07-12/31/07</td>
</tr>
<tr>
<td>1.6 Outreach to low-achieving participants.</td>
<td>1.6 Provide outreach materials to a minimum of 1000 potential participants to become involved in the CAMA academy.</td>
<td>6/1/07-12/31/07</td>
</tr>
</tbody>
</table>
### Objective 2: (Based on RFA Specification) (Only one objective per page)
Address the current skills needs of business and industries in the career technical programs provided by the college.

<table>
<thead>
<tr>
<th>Activities</th>
<th>Measurable Outcomes</th>
<th>Timeline (Month/Year)</th>
<th>Responsible Persons</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 Incorporating of the manufacturing industry’s minimum employment standards into curricula of career technical programs.</td>
<td>2.1 Include the manufacturing industry’s input for curriculum through the Collaborative Apprenticeship Manufacturing Academy (CAMA) by conducting a minimum of 4 industry advisory committees.</td>
<td>6/2007-9/2007</td>
<td>Larry Dutto, Project Director</td>
</tr>
<tr>
<td>2.2 Using partnerships (existing and new) to implement the CAMA project.</td>
<td>2.2 Identify and include at least one or more representatives from community colleges, industry, labor, adult schools, and local workforce investment boards to serve on the apprenticeship skills needs advisory group by conducting a minimum of 4 work sessions.</td>
<td>6/2007-9/2007</td>
<td>Juliette DeCampos Project Coordinator</td>
</tr>
<tr>
<td>2.3 Identify career pathways in the manufacturing industry.</td>
<td>2.3 Conduct a minimum of 6 COS Tech-Prep Consortium meeting pathways with 24 secondary education and middle school representatives to identify manufacturing apprenticeship programs and articulation pathways for primary and secondary students to follow.</td>
<td>9/2007-6/2009</td>
<td>Kris Costa COS Tech-Prep Coordinator Randy Wallace TCOE School-to-Career Coordinator</td>
</tr>
</tbody>
</table>
### Objective 2: (Based on RFA Specification) (Only one objective per page)

**Address the current skills needs of business and industries in the career technical programs provided by the college.**

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
<th>Start Date</th>
<th>End Date</th>
<th>Responsible Party</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.4</td>
<td>Utilize worksite-learning opportunities for students.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.4</td>
<td>Use Work Keys to profile a minimum of 20 manufacturing companies to coordinate Work Keys skills to match participant assessment skills with manufacturing profiles. Place a minimum of 50 participants in preparatory apprenticeship programs with local manufacturers.</td>
<td>9/2007-6/2009</td>
<td></td>
<td>Lisa Greer COS Work Experience Coordinator Scott Manes COS Contract Education/Work Keys Coordinator</td>
</tr>
<tr>
<td>2.5</td>
<td>Expand course offerings based on needs of industry; align with current and emergent technology.</td>
<td></td>
<td></td>
<td>Juliette DeCampos Project Coordinator</td>
</tr>
<tr>
<td>2.5</td>
<td>Incorporate the current skills needs of the manufacturing industry through worksite learning opportunities (i.e. work experience opportunities, internships, externships, etc.) for a minimum of 50 participants in the CAMA program.</td>
<td>9/2007-6/2009</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activities</td>
<td>Measurable Outcomes</td>
<td>Timeline (Month/Year)</td>
<td>Responsible Persons</td>
<td></td>
</tr>
<tr>
<td>------------</td>
<td>---------------------</td>
<td>----------------------</td>
<td>---------------------</td>
<td></td>
</tr>
<tr>
<td>3.1 Leverage community college and partner resources to provide the intensive education and training Develop the CAMA including existing and new partners.</td>
<td>3.1 Collaborate with ProcessTec Manufacturing Company and the California Dairy Products Training Institute (CDPTI) to train a minimum of 50 participants for apprenticeships in the food processing industry.</td>
<td>9/2007-6/2009</td>
<td>Larry Dutto, Project Director Juliette DeCampos Project Coordinator</td>
<td></td>
</tr>
<tr>
<td>3.2 Develop a Career Technical Education intensified academy to provide participants with short-term intensive training programs.</td>
<td>3.2 Collaborating with ProcessTec and CDPTI to conduct ongoing apprenticeship training programs in 6-12 week sessions for a minimum of 50 participants.</td>
<td>9/2007-6/2009</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.3 Establish a summer Career Technical Education Academy for high school students.</td>
<td>3.3 Provide an exploratory summer academy for manufacturing career pathways for 200 high school students during a 3-week summer session at the college.</td>
<td>06/2008-07/2008</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Objective 3:** (Based on RFA Specification) (Only one objective per page)

Provide intensive education and training for those students who choose to be prepared for career and technical employment opportunities in less traditional and more expeditious methods while maintaining and/or improving student competencies.

| 3.4 Work with local manufacturing companies to provide ongoing upgrade skills training for existing or potential employees. | 3.4 Working with a minimum of 10 employers through the Central Region Consortium of Community Colleges and Employment Training Panel funding the college will provide training for a minimum of 100 current or potential employees in the manufacturing sector. | 9/2007-6/2009 | Scott Manes COS Contract Education/Work Keys Coordinator |
### PROJECT WORK PLAN

#### Objective 4: (Based on RFA Specification) (Only one objective per page)
Provide professional development activities for secondary and community college CTE faculty to encourage placement and assessment activities into their programs along with increasing rigor into their CTE programs.

<table>
<thead>
<tr>
<th>Activities</th>
<th>Measurable Outcomes</th>
<th>Timeline (Month/Year)</th>
<th>Responsible Persons</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1 Utilize Work Keys assessment measures to evaluate community college CTE students enrolling in CTE programs.</td>
<td>4.1 Assess 100% of the community college CTE students in a pre-test model upon entering programs in industrial maintenance, food processing, and environmental control technology along with advanced manufacturing programs.</td>
<td>9/2007</td>
<td>Greg Keen Articulation Officer</td>
</tr>
<tr>
<td>4.2 Develop intervention strategies to improve Work Keys assessment scores.</td>
<td>4.2 Provide Key Trains training for 100% of the participants to assist in improving basic skills levels and improvement on Work Keys assessment upon the completion of the training program.</td>
<td>9/2007-6/2009</td>
<td>Scott Manes COS Contract Education/Work Keys Coordinator</td>
</tr>
<tr>
<td>4.3 Provide CTE community college and secondary faculty with in-service on the Work Keys assessment and profiling program.</td>
<td>4.3 Provide workshops on the Work Keys program to a minimum of 25 community college and secondary CTE faculty.</td>
<td>10/2007</td>
<td></td>
</tr>
</tbody>
</table>
**Objective 4:** (Based on RFA Specification) (Only one objective per page)
Provide professional development activities for secondary and community college CTE faculty to encourage placement and assessment activities into their programs along with increasing rigor into their CTE programs.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Details</th>
<th>Dates</th>
<th>Facilitator</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.4</td>
<td>Incorporate Student Learning Outcomes into all CTE programs at the community college level to increase academic rigor.</td>
<td>9/2007-6/2009</td>
<td>Carol Enns COS Student Learning Outcomes Facilitator</td>
</tr>
<tr>
<td>4.4</td>
<td>Work with CTE faculty to ensure that 100% of all CTE courses have Student Learning Outcomes included in curriculum for CTE courses.</td>
<td>06/2007-7/2008</td>
<td>Dr. Robert Urtecho Dean of Mathematics and Science</td>
</tr>
<tr>
<td>4.4</td>
<td>Provide workshops for community college and secondary CTE faculty with mathematics and English faculty to improve academic standards in CTE programs.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.5</td>
<td>Provide a minimum of 4 workshops for 25 secondary and community college CTE and mathematics and English faculty for the incorporation of applied mathematics and workplace literacy education for CAMA participants.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Objective 5: (Based on RFA Specification) (Only one objective per page)
Explore new and more relevant career and technical practicum models that integrate capstone coursework and student internship for students such as cooperative work experience and apprenticeship programs for secondary and community college students.

<table>
<thead>
<tr>
<th>Activities</th>
<th>Measurable Outcomes</th>
<th>Timeline (Month/Year)</th>
<th>Responsible Persons</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1 Work with secondary programs to develop bridge courses in manufacturing programs that articulate to the community college in industrial maintenance, food processing, manufacturing, environmental control technology and electrical certification.</td>
<td>5.1 Collaborate with a minimum of 10 high school CTE programs to include faculty and counselors to incorporate these bridge courses into the secondary curriculum.</td>
<td>9/2007-6/2009</td>
<td>Kris Costa-COS Tech-Prep Coordinator</td>
</tr>
<tr>
<td>5.2 Provide secondary CTE programs with the guidance and curriculum development to articulate existing CTE courses and expand on new course offerings.</td>
<td>5.2 Expand on the over 200 courses already articulated with high school programs in a variety of disciplines in both CTE and academic programs.</td>
<td>9/2007-6/2009</td>
<td></td>
</tr>
<tr>
<td>5.3 Work with local secondary CTE advisory committee members, faculty and administrators to develop clear and concise pathways for students to transition from secondary to community college programs.</td>
<td>5.3 Expand the articulated agreements for CTE courses to all 22 high schools within the college district.</td>
<td>9/2007-6/2009</td>
<td></td>
</tr>
<tr>
<td>5.4 Continue to offer tuition free college credit for approved CTE courses taught at the secondary level.</td>
<td>5.4 Offer up to 6 units per semester to concurrently enrolled high school students who take community college courses.</td>
<td>9/2007-6/2009</td>
<td></td>
</tr>
</tbody>
</table>
**Objective 6:** (Based on RFA Specification) (Only one objective per page)
Create new articulated courses in Career Technical Education at the secondary level that articulate with the college that have incorporated the beginning manufacturing apprentice skills needed for advanced training. These courses will have integrated basic skills and include applied academic rigor needed to produce trained individuals for the manufacturing industry.

<table>
<thead>
<tr>
<th>Activities</th>
<th>Measurable Outcomes</th>
<th>Timeline (Month/Year)</th>
<th>Responsible Persons</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.1 Work with secondary programs to develop new courses in manufacturing programs that articulate to the community college in industrial maintenance, food processing, manufacturing, environmental control technology and electrical certification.</td>
<td>6.1 Collaborate with a minimum of <strong>10</strong> high school CTE programs to incorporate these new courses into the secondary curriculum.</td>
<td>9/2007-6/2009</td>
<td>Kris Costa-COS Tech-Prep Coordinator</td>
</tr>
<tr>
<td>6.2 Provide secondary CTE programs with the guidance and curriculum development to articulate new course offerings.</td>
<td>6.2 Expand on the over <strong>200</strong> courses already articulated with high school programs in a variety of disciplines in both CTE and academic programs.</td>
<td>9/2007-6/2009</td>
<td>College of the Sequoias CTE Faculty in manufacturing and food processing programs.</td>
</tr>
<tr>
<td>6.3 Work with local secondary CTE advisory committee members, faculty and administrators to develop clear and concise pathways for students to transition from secondary to community college programs.</td>
<td>6.3 Expand the articulated agreements for CTE courses to all <strong>22</strong> high schools within the college district.</td>
<td>9/2007-6/2009</td>
<td></td>
</tr>
<tr>
<td>6.4 Continue to offer tuition free college credit for approved CTE courses taught at the secondary level.</td>
<td>6.4 Offer up to 6 units per semester to concurrently enrolled high school students who take community college courses.</td>
<td>9/2007-6/2009</td>
<td></td>
</tr>
</tbody>
</table>
**PROJECT WORK PLAN**

**Objective 7:** (Based on RFA Specification) (Only one objective per page)
Explore new and more relevant career and technical practicum models that integrate capstone coursework and student internship for students such as cooperative work experience and apprenticeship programs for secondary and community college students.

<table>
<thead>
<tr>
<th>Activities</th>
<th>Measurable Outcomes</th>
<th>Timeline (Month/Year)</th>
<th>Responsible Persons</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.1 Work with secondary programs to develop bridge courses in manufacturing programs that articulate to the community college in industrial maintenance, food processing, manufacturing, environmental control technology and electrical certification.</td>
<td>7.1 Collaborate with a minimum of 10 high school CTE programs including CTE faculty and counselors to incorporate these bridge courses into the secondary curriculum.</td>
<td>9/2007-6/2009</td>
<td>Kris Costa-COS Tech-Prep Coordinator</td>
</tr>
<tr>
<td>7.2 Provide secondary CTE programs with the guidance and curriculum development to articulate existing CTE courses and expand on new course offerings.</td>
<td>7.2 Expand on the over 200 courses already articulated with high school programs in a variety of disciplines in both CTE and academic programs.</td>
<td>9/2007-6/2009</td>
<td></td>
</tr>
<tr>
<td>7.3 Work with local secondary CTE advisory committee members, faculty and administrators to develop clear and concise pathways for students to transition from secondary to community college programs.</td>
<td>7.3 Expand the articulated agreements for CTE courses to all 22 high schools within the college district.</td>
<td>9/2007-6/2009</td>
<td></td>
</tr>
<tr>
<td>7.4 Continue to offer tuition free college credit for approved CTE courses taught at the secondary level.</td>
<td>7.4 Offer up to 6 units per semester to concurrently enrolled high school students who take community college courses.</td>
<td>9/2007-6/2009</td>
<td></td>
</tr>
</tbody>
</table>
## PROJECT WORK PLAN

### Objective 8: (Based on RFA Specification) (Only one objective per page)
Disseminate materials and curriculum to other middle, secondary and community colleges interested in linking to an apprenticeship career pathway for advanced manufacturing.

<table>
<thead>
<tr>
<th>Activities</th>
<th>Measurable Outcomes</th>
<th>Timeline (Month/Year)</th>
<th>Responsible Persons</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.1 Use of partnerships to disseminate, curriculum, information on the project, best practices and other materials.</td>
<td>8.1 Identification of curriculum, materials and information to be distributed to all 22 secondary programs and 3 community colleges within the immediate area and additional 11 community colleges that are included in the Central Region Consortium of California Community Colleges.</td>
<td>6/2009</td>
<td>Larry Dutto, Project Director Juliette DeCampos Project Coordinator</td>
</tr>
<tr>
<td>8.2 Disseminate of manufacturing industry career pathways and lattices and post on website for grant activities.</td>
<td>8.2 Documentation and website posting of career pathways and lattices related to the apprenticeship manufacturing career academy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8.3 Outreach to partners to encourage continuing education and exploration of career academies.</td>
<td>8.3 Identification and communication to partners to encourage further continuing education and expansion of industry partners to include an additional 10 manufactures for ongoing apprenticeship programs in manufacturing.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8.4 Share information in Peer to Peer context</td>
<td>8.4 Disseminate information at regional and state conferences Workforce and CCCAOE conferences.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Organization**

COS is leading the collaborative of industry leaders, local workforce agencies, adult education and K-12/ROP programs, occupational skills training providers, community based organizations, skills certification councils, and Collaborative Manufacturing Apprenticeship Academy. This Central Valley Careers Collaborative includes the counties of **Kings and Tulare Counties.**

<table>
<thead>
<tr>
<th>Central Valley Careers Collaborative</th>
<th>Project Component and Role(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>College of the Sequoias (COS)</td>
<td><strong>Project Contractor:</strong> Fiscal Agent; Oversight and Administration; Project Monitor; Instructional Design and Delivery; Assessment; Student Supportive Services; Marketing and Outreach</td>
</tr>
<tr>
<td>College of the Sequoias Tech-Prep Consortium</td>
<td><strong>Project Partner:</strong> Instructional Design and Delivery; Education and Training; Student Supportive Services; Creation of Manufacturing Pathways</td>
</tr>
<tr>
<td>Tulare County Workforce Investment Board</td>
<td><strong>Project Partner:</strong> Utilize initial assessment of potential participants and referral of individuals to the Collaborative Manufacturing Apprenticeship Academy.</td>
</tr>
<tr>
<td>Tulare County Office of Education</td>
<td><strong>Project Partner:</strong> Instructional Design and Delivery; Education and Training; Student Supportive Services; Assessment; Outreach, Career Fairs, Pathway Development, Curriculum Development</td>
</tr>
<tr>
<td>Tulare and Kings County Adult Schools</td>
<td><strong>Project Partner:</strong> Basic Skills curriculum design and implementation.</td>
</tr>
<tr>
<td>ProcessTec, California Dairy Products Training Institute, Tulare County Organization for Vocational Education</td>
<td><strong>Project Partner:</strong> Provide manufacturing facilities for hands-on application of apprenticeship skills for participants.</td>
</tr>
<tr>
<td>College of the Sequoias Student Services</td>
<td><strong>Project Partner:</strong> Assessment, work experience and internships, pathway counseling and advising, basic skills development and implementation.</td>
</tr>
<tr>
<td>College of the Sequoias Academic Services</td>
<td><strong>Project Partner:</strong> Integration of mathematics and workplace literacy skills and the inclusion of rigor into CTE programs.</td>
</tr>
</tbody>
</table>
Grant Administration

COS is applying as the lead institution in cooperation with other Central Region Community Colleges. President/ Superintendent, Dr. Bill Scroggins, has a strong vocational education background and is supportive of the college in serving as the Project Contractor and fiscal agent for the grant. The college has numerous grants each year and is committed to providing the necessary support for their successful completion. COS requires all grant applications be approved by the Board of Trustees of the college. This gives each grant the support of the entire college and therefore provides all the support services required to complete all the objectives and activities as outlined in the grant application.

Mr Dale Norton, Interim Vice-President of Instruction, also has a very strong background in grant administration. He has served as the project coordinator for many Hispanic Serving Institution and Carnegie Grant programs and has the overall administrative responsibility for the College of the Sequoias Agriculture Division. He also oversees the curriculum process at the college. He presents approved curriculum from the campus curriculum committee and forwards approved course outlines to the COS Academic Senate. Once approved by the Senate he presents the outlines to the COS Board of Trustees who approves the curriculum or returns it to the curriculum committee for modifications or further research.

As the fiscal and administrative partner for this project the College of Sequoias has a long standing history of success project/program design and partnerships. COS successful partnerships include industry and educational partners some of which are represented by:

- SB70 Quick Start Grant
- Industry Driven Regional Collaborative: Vet Tech Program in partnership with University of California at Davis
- Dairy Food Processing Project with Sequoia Dairy Producers
- Advance Manufacturing Project with Process Tech
- Counselor Faculty Work Experience Grants
- Seventh and Eight Grade Outreach Grants
- Central Region Consortium

The Collaborative Manufacturing Apprenticeship Academy will serve as a model for the following Central Region Districts: Kern (Kern and Tulare); College of the Sequoias (Kings and Tulare); West Hills (Fresno, Kings, Madera); Merced (Merced); Modesto (Stanislaus); and San Joaquin Delta (San Joaquin). It covers eight (8) counties, eight colleges, eight (8) workforce investment areas, and six (6) community college districts. Other partners include community-based organizations, adult education partners, manufacturing industry, Manufacturing Skills Standards Council, and the Employment Training Panel.

COS will administer and manage the grant and monitor the delivery of services, completion of activities, and measurement of outcomes. This will be coordinated under the direction of Dr. Bill Scroggins, Superintendent/President. Dean of Vocational Education, Mr. Larry Dutto, will oversee implementation of the project and ensure accountability. Project Coordinator, Juliette DeCampos, will coordinate academy efforts and activities with identified partners including networking, outreach, and establishing an advisory council.

The college accounting department is audited on an annual basis to ensure that sound accounting practices are followed in accordance with the Instruction Terms and Conditions of each grant project. Dr. Frese, Vice President of Administrative Services, is informed on an
ongoing basis of the progress of each grant project and monitors the activities and outcomes of the workplan to ensure that all activities and outcomes are in accordance with the grant project. Any deviations from the workplan or budget are reported to the project monitor.

The Collaborative Manufacturing Apprenticeship Academy partners participating in this application possess the ability to leverage local resources, mobilize the community, and deliver results.

COS has established partnerships with ProcessTec for advanced manufacturing programs. In addition COS is one-of-two Central Region Consortium Partners with a Certified Electricians Program. Regional Partners also have great success administering grants and achieving positive results as well as leveraging resources.

**Project Director**

Mr. Dutto will serve as the Project Director for the College of the Sequoias. Mr. Dutto holds a Bachelor of Science and Master of Science Degree from Cal Poly State University, San Luis Obispo. He was the former Division Chair and Academic Senate President for the College of the Sequoias. Mr. Dutto is currently in a PhD program at Colorado State University in Community College Leadership. He has 35 years of teaching experience and has written and directed over $3.5 million dollars in VTEA and Economic Development grants for the college.

Mr. Dutto has served as an Academic Senate representative on the Policy Analysis for California Education (PACE) committee, which developed the current Vocational Technical Education Act (VTEA) State Plan. Mr. Dutto will serve as the coordinator of the Academy program and perform the following grant activities in conjunction with Robert Brown the project coordinator.

- Implement the everyday work of the project.
- Assist in the hiring and supervision of individuals hired by the grant.
- Develop budgets and allocate resources.
- Mr. Dutto has administered several economic and VETA grants for the district.
- Mr. Dutto serves as the primary contact for the college and attends the Central Region Consortium meetings on a regular basis.
- Provide all documentation and reporting requirements through the Chancellor’s office MIS Data Collection system.

**Project Staff**

**Project Coordinator**

Juliette DeCampos will serve as the Project Coordinator for the College of the Sequoias. Ms. De Campos holds a Bachelor of Arts Degree from the University of California, Los Angeles. She is a former Community Development Specialist with the Tulare County Redevelopment Agency and also served as District Director for U.S. Senator Dianne Feinstein for the Central Valley region. Ms. De Campos has extensive experience in planning, coordinating, and executing community and economic development initiatives in Central California. She is a consensus builder who is able to forge public-private partnerships for the purposes of combining expertise, attaining resources, and working towards common objectives. Ms. De Campos has acted as a liaison between the private sector and local, state, and federal government entities for projects that included:
• Designing and coordinating a federally funded program which combined the resources of four organizations to deliver business training to low-income residents countywide. Prepared grant application for a $750,000 Community Development Block Grant (CDBG) that awarded to Tulare County.

• Through private fundraising and grant preparation, increasing funding by $386,544 for projects in Tulare County Champion Communities, a federal initiative administered by USDA.

• Acting as lead facilitator in the clean-up of land contaminated with underground storage tanks and negotiating an agreement between private property owners, state, and local government entities for the construction of a community park on the site.

• Identifying opportunities for infrastructure funding through the Economic Development Administration (EDA), established protocol, and developed relationships with EDA staff, resulting in a $1,200,000 grant awarded to Tulare County.

Ms. De Campos will:
• Identify successful educational programs in the manufacturing sector
• Adapt successful components of those programs for apprenticeship
• Design & coordinate the model for an apprenticeship program at COS
• Act as a liaison with industry to identify needs & recruit industry partners
• Collaborate with educators to design relevant CTE curriculum for apprentices
• Collaborate with Schools to Careers to identify opportunities for bridge classes
• Identify opportunities to integrate existing resources such as OJT & ETP funds into an apprenticeship program to insure sustainability.

Ms. De Campos will:
• Coordinate the development and implementation of outreach and marketing plans;
• Implement required activities and measurable outcomes;
• Monitor partners activities and ensure accountability;
• Establish and convene advisory council;
• Build and sustain relationships with labor organizations;
• Coordinate curriculum development, faculty and staff training and development;
• Manage and administer budget control; and
• Implement piloted activities.
Other Key Personnel

**Randy Wallace**-Randy is the School-to-Career Coordinator for the Tulare County Department of Education. He is a vital link between the colleges at the K-12 system. He leads the P-16 efforts for both TCOE and the college. He works with both the ROP’s within the district and works with the college in several different capacities for outreach into the K-12 system.

**Jeff Jay**-College of the Sequoias owns and operates the California Dairy Products Training Institute (CDPTI) which is located on campus and manufactures a variety of dairy products including yogurt, cheeses and other dairy foods. Jeff Jay is the director of this project which will be used to give students hands-on skills in the food processing industry.

**Ron Johnson**-Director of the Tulare County Organization for Vocational Education (TCOVE) which is an 11 district consortium of K-12 school districts that provides vocational education opportunities to K-12 schools. Ron is also the Tulare County ROP director and the TCOVE facility houses the ProcessTec Advanced Manufacturing program for the college.

**Joe Daniels**-Joe is the director of the Tulare County Workforce Investment Board and has received national recognition for his efforts on behalf of the TWIB. He has been an instrumental in several joint projects with the college and will provide TCWIB to the project as evidenced by his letter of support.

**Kris Costa**-Kris is the COS Tech-Prep Consortium coordinator and is recognized as having one of the leading consortiums in the state. She organizes and conducts monthly CTE pathway meeting within the consortium area. Working with 22 high schools she has been instrumental in developing over 200 articulated courses with local high schools. She conducts the annual Tech-Prep Expo which provides CTE skill competitions to over 700 high school and 200 middle school students.

**Greg Keen**-Mr. Keen coordinates the articulation and matriculation program for the college and is an integral part of the curriculum process at the college.

**Lisa Greer**-Lisa is the Work Experience Coordinator and conducts all work experience/internship programs for the college. She has over 250 students enrolled in a variety of internships on an annual basis. Lisa will assist in placing students into high wage jobs.

**Project Evaluation**

The following evaluation and reporting model will be used upon the completion of the project:

a) The project will report and evaluate the number of students enrolled in the Career Advancement Academy
b) The project will report and evaluate the number of students successfully completing 12-week contextualized Basic Skills accelerated curriculum; occupational skills program; national certification; apprenticeship and entrepreneurial pathway.

c) Identify and report partnerships that resulted from the grant project.
d) Identify the education and training packages created.
e) Curriculum developed, revised or expanded  
f) Number of workshops, professional development activities for faculty and staff, including the number of participants  
g) Number of new labor, business and industry partnerships developed  
h) New, innovative courses developed to respond to labor market demand  
i) Procedures to disseminate materials and information regarding model practices regionally or statewide  

The college will report on project impacts that require the collection of Federal Employer Identification Numbers (also known as EIN, or tax ID number) from businesses that receive eight hours or more of service.

**DISSEMINATION**

The Project Coordinator will work directly with the Project Director to develop and design outreach and marketing materials for the project. Input on the design and content of the materials will be obtained through the Collaborative Manufacturing Apprentice Academy and Advanced Manufacturing Regional Advisory Council. Information will be disseminated at quarterly and periodically scheduled partner and council meetings. Initial materials will be shared at a project kick off meeting in August 2007.

Other information and workshops discussing project design and overview will be shared with the Central Region Consortium. The Project Coordinator will hold networking meeting with college district representatives to ensure appropriate service and information flow. Project findings and recommendations will be shared through regional and state conferences.

**OVERALL FEASIBILITY OF THE PROJECT**

The overall feasibility of the project is high. This is a solid design for packaging and delivering contextualized basic skill education aligned to career technical education and career opportunities. Services delivered through a single continuum of standard services are critical to meet evolving workforce and labor demand. Career Advancement Academy Design for the manufacturing industry adequately responds to industry need for elevated basic skill performance level and an established qualified pool of candidates. This approach organizes services of multiple providers into one easy access non cost-prohibitive academy. This academy operates as a non-traditional format of accelerated learning and ties occupational skills programming to national standards. It also serves as a mechanism for institutionalizing regional industry standards for today and incorporates emergent technology of tomorrow.

Moreover, the project establishes the foundation for continual improvement in service deliver through expanding industries served. Many of the sectors existing the manufacturing industry are also closely associated with others found in agribusiness, including food processing, and biotechnology; and are tied to renewable energy. This pilot has the potential to envelope multiple targeted high growth industries in the Central Region Consortium service area.

It is not the intent of this program to rob a workforce from one industry to supplant another. Rather, this project will introduce a workforce to the potential of a manufacturing career and upgrade incumbent workers to strengthen the industry at its core. It is important as emerging
technology advances the qualifications needed for high wage careers that higher education, workforce and economic development, and a model k-12 system unite efforts to deliver applicable occupational skills training. By sharing resources and occupational analysis these key partners can determine which industries/careers share common occupational skills sets and establish benchmarks for delivering training which reaches a broader labor and workforce system. Further specialized career training would develop based upon are industry-driven need. Many of the skills which can be gained through the manufacturing academy design are transferable to careers in other targeted regional industries (e.g., agribusiness, renewable energy).

The workplan and budget summary are clearly in alignment with the required objectives, activities, and measurable outcomes. The budget for this pilot is strengthened by matching in-kind services from adult education partners, community based organizations, local workforce investment areas, and local industry. Additionally, this concept has garnered support from human services agencies and local dignitaries. Essentially this project serves as a catalyst for systemic change where providers of education, training, and workforce development services have a standardized service delivery system.
RFA Specification No.:06-0090  
Program Year: 2007-2009  

RFA Specification Title: Strengthening Career Education  
Telephone No.: 559-730-3808  

District/College: College of the Sequoias  
Fax No.: 559-730-3901  

<table>
<thead>
<tr>
<th>Object of Expenditure</th>
<th>Classification</th>
<th>Line</th>
<th>Total Program Funds Requested</th>
<th>Match</th>
</tr>
</thead>
<tbody>
<tr>
<td>1000</td>
<td>Instructional Salaries</td>
<td>1</td>
<td>75,000</td>
<td>199,240</td>
</tr>
<tr>
<td>2000</td>
<td>Noninstructional Salaries</td>
<td>2</td>
<td>23,000</td>
<td>27,768</td>
</tr>
<tr>
<td>3000</td>
<td>Employee Benefits</td>
<td>3</td>
<td>11,385</td>
<td>23,918</td>
</tr>
<tr>
<td>4000</td>
<td>Supplies and Materials</td>
<td>4</td>
<td>20,000</td>
<td>10,000</td>
</tr>
<tr>
<td>5000</td>
<td>Other Operating Expenses and Services</td>
<td>5</td>
<td>9,500</td>
<td>69,440</td>
</tr>
<tr>
<td>6000</td>
<td>Capital Outlay</td>
<td>6</td>
<td>59,500</td>
<td>50,000</td>
</tr>
<tr>
<td>7000</td>
<td>Other Outgo</td>
<td>7</td>
<td>42,000</td>
<td>223,200</td>
</tr>
</tbody>
</table>

Total Direct Costs 8 240,385 603,566  
Total Indirect Costs (4% of line 8) 9 9,615  
Total Project Costs 10 250,000 603,566

NOTE: Provide an Application Budget Detail Sheet for each funding source including match, if required.

I authorize this cost proposal as the maximum amount to be claimed for this project and assure that funds shall be spent in compliance with State and federal regulations.

Project Director Name/Title  
(Authorized Signature)  3.26.07

District Chief Business Officer  
(Authorized Signature)  3.29.07
Program Year: May 10, 2007-April 30, 2009
Source of Funds: Career Technical Education

<table>
<thead>
<tr>
<th>Object of Expenditure</th>
<th>Classification</th>
<th>Project Funds Requested</th>
</tr>
</thead>
<tbody>
<tr>
<td>1420</td>
<td>Project Coordinator-$3,000 per Month X 25 Months=$75,000</td>
<td>75,000</td>
</tr>
<tr>
<td>2140</td>
<td>Classified Salary, Non-Instructional Clerical=2000 Hours X $11.50 per hour=$23,000</td>
<td>23,000</td>
</tr>
<tr>
<td>3000</td>
<td>Employee Benefits @ 11.6%=$11,368</td>
<td>11,385</td>
</tr>
<tr>
<td>4301</td>
<td>Instructional Supplies: consumable products for hands-on skill demonstration in welding, industrial maintenance, electrical, reference materials.</td>
<td>18,000</td>
</tr>
<tr>
<td>4464</td>
<td>Advisory Committee Meetings-Travel and Lodging-8 @ $250 each=$2,000</td>
<td>2,000</td>
</tr>
<tr>
<td>5000</td>
<td>Promotional Materials for outreach activities</td>
<td>5,500</td>
</tr>
<tr>
<td>5000</td>
<td>Website design, advertising, trade and career shows, travel expenses and other outreach activities.</td>
<td>4,000</td>
</tr>
<tr>
<td>6000</td>
<td>Advanced manufacturing training equipment to increase skills in electrical, industrial maintenance, welding, layout and design of processing equipment and Programable Logic Controllers.</td>
<td>59,500</td>
</tr>
<tr>
<td>7000</td>
<td>Partnership Program with the Tulare County Office of Education for middle school and high school curriculum, articulation and pathway projects for an Advanced Manufacturing Apprenticeship Program.</td>
<td>42,000</td>
</tr>
</tbody>
</table>

Total Direct Costs 240,385
Total Indirect Costs (4% of Direct Costs) 9,615
Total Project Costs 250,000
### District: College of the Sequoias

#### College: College of the Sequoias

#### RFA Specification No.: 06-0090

#### Program Year: May 10, 2007 - April 30, 2009

#### Source of Funds: College of the Sequoias

<table>
<thead>
<tr>
<th>Object of Expenditure</th>
<th>Classification</th>
<th>Matching Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>1100</td>
<td>Frank Tebeau Lead Instructor Welding Instructor - 20% Release Time to coordinate Program with ProcessTec = $76,000 X .20 x 25 Months = $30,400</td>
<td>$30,400</td>
</tr>
<tr>
<td>1420</td>
<td>Project Director - Dean of Academic Services 10% Release Time to coordinate Project Director Activities = $110,000 X .05 X 25 Months = $11,000</td>
<td>$11,000</td>
</tr>
<tr>
<td>2140</td>
<td>COS Public Information Officer 5% Release Time for coordination and marketing of Vet-Tech Program = $6,300/month X 5% X 25 Months = $7,560</td>
<td>$7,560</td>
</tr>
<tr>
<td>2140</td>
<td>Accounting Technician for budgeting and payables = 1920 Hours @ $12.00/Hr X 10% = $4,608</td>
<td>$4,608</td>
</tr>
<tr>
<td>3000</td>
<td>Employee Benefits = $53,568 X 11.6% = $6,214</td>
<td>$6,214</td>
</tr>
<tr>
<td>3000</td>
<td>Employee Health Benefits For Lead Instructor and Project Director @ $19,200 X 5% X 25 Months = $1,920</td>
<td>$1,920</td>
</tr>
<tr>
<td>4000</td>
<td>Office Supplies = $6,000, Instructional Materials = $4,000</td>
<td>$10,000</td>
</tr>
<tr>
<td>5000</td>
<td>Office Equipment - Computer, Copier, Phone, Utilities, Paper, Office Furniture = $500/Month = $12,000 for Program Coordinator</td>
<td>$12,000</td>
</tr>
<tr>
<td>5000</td>
<td>Use of COS Sanitary Welding Shop = (4,000 sq ft X $1.25/sq ft X 20% utilization) - 24 Months = $12,000</td>
<td>$24,000</td>
</tr>
<tr>
<td>5000</td>
<td>Advisory Committee Meetings - Hosting and Meals = 8 Meetings x 12 Members x $15 for food and supplies = $1,440</td>
<td>$1,440</td>
</tr>
<tr>
<td>5000</td>
<td>Use of COS Shop Equipment, i.e., welders, tools, trucks, lifts, $80,000 x 20% usage - 25 Months = $32,000</td>
<td>$32,000</td>
</tr>
<tr>
<td>6000</td>
<td>Use of Industrial Maintenance Shop Equipment 20% use of $125,000 Value - 25 Months.</td>
<td>$50,000</td>
</tr>
</tbody>
</table>

**Total Matching Funds: 191,142**

---

1 These represent frequently used account codes. Refer to Crossover Chart for further options.

**Authorized Signature of Donor**

**Name:** Larry Dutto - Dean of Academic Services

**Company/Organization:** College of the Sequoias
California Dairy Products Training Institute-CDPTI

RFA Specification No.: 06-0090

Program Year: May 10, 2007-April 30, 2009

Source of Funds: CDPTI

<table>
<thead>
<tr>
<th>Object of Expenditure</th>
<th>Classification</th>
<th>Matching Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>1420</td>
<td>CDPTI Coordinator (20% Release Time=$30,000)</td>
<td>30,000</td>
</tr>
<tr>
<td>1420</td>
<td>Instructional Salaries for CDPTI Adjunct Faculty in Food Processing (800 hours @ $45 per hour=$36,000)</td>
<td>36,000</td>
</tr>
<tr>
<td>2140</td>
<td>Website Costs for updating and marketing program.</td>
<td>4,000</td>
</tr>
<tr>
<td>2140</td>
<td>Clerical Support-$200 per month X 24 Months=$4,800</td>
<td>4,800</td>
</tr>
<tr>
<td>3000</td>
<td>Employee Benefits ($66,000 @ 10%=$6,600)</td>
<td>6,600</td>
</tr>
<tr>
<td>7000</td>
<td>CDPTI Food Processing Plant-5,000 square feet @ 70 Cents per Square Foot X 24 Months=$84,000</td>
<td>84,000</td>
</tr>
</tbody>
</table>

Total Matching Funds: 165,400

Authorized Signature of Donor

Jeff Jay-CDPTI Director

California Dairy Processing Training Institute

2245 South Mooney Blvd., Visalia, California 93277
<table>
<thead>
<tr>
<th>Object of Expenditure</th>
<th>Classification</th>
<th>Matching Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>7000</td>
<td>TCOVE Shop Facility-5,000 Square Feet @ 30 Cents/Ft for 24 Months</td>
<td>36,000</td>
</tr>
</tbody>
</table>

Total Matching Funds 36,000

1 These represent frequently used account codes. Refer to Crossover Chart for further options.

Authorized Signature of Donor

Name: Mr. Ron Johnson-TCOVE Director

Company/Organization Tulare County Organization for Vocational Education-TCOVE

Address 4136 N. Mooney Blvd., Visalia, California 93277
March 26, 2007

California Community Colleges
Division of Academic Affairs
1102 Q Street
Sacramento, CA 95814-6511

To Whom It May Concern:

The Tulare County Workforce Investment Board, Inc. (TCWIB) would like to express its support for the Strengthening Career Technical Education for Advanced Manufacturing project. The College of the Sequoias, Industry, Labor and local Workforce/Economic Development partners share and collect information regarding the goals, objectives, and activities for the strengthening of career technical education in advanced manufacturing through the establishment of an apprentice program.

The Strengthening Career Technical Education for Advanced Manufacturing project establishes clear pipelines for secondary and community college students to attain the necessary basic skills for employment readiness and career technical training through an advanced manufacturing apprentice program. The project design creates easily accessible non-cost prohibitive opportunities for individuals seeking to increase basic skill knowledge in reading, writing, and mathematics leading to occupational skills training, apprenticeships, work experience, national skills certification, higher education, entrepreneurialship, or career employment.

Leveraged resources of key consortium partners and funding from this project addresses a critical need throughout the consortium area—the lack of an employment ready workforce meeting minimum employment standards and opportunities for advanced career technical education leading to careers in manufacturing. The grant application will detail our commitment in matching funds to the project.

As a partner agency we will support building an effective and efficient collaborative regional approach for partnership development, coordination of the education, workforce and economic development agencies efforts. COS will continue to support a system designed to provide high quality successful programs to assist in meeting the regions critical need for highly skilled workers.

Sincerely,

[Signature]
Joseph H. Daniel
Administrator

JD/NH/kf

h:\kfee\letters of support\cos 032607.doc
March 23, 2007

California Community Colleges
Division of Academic Affairs
1102 Q Street
Sacramento, CA 95814-6511

To Whom It May Concern;

The College of the Sequoias, Industry, Labor and local Workforce/Economic Development partners to share and collect information regarding the goals, objectives, and activities for the strengthening of career technical education in advanced manufacturing through the establishment of an apprentice program.

The Strengthening Career Technical Education for Advanced Manufacturing project establishes clear pipelines for secondary and community college students to attain the necessary basic skills for employment readiness and career technical training through an advanced manufacturing apprentice program. The project design creates easily accessible non-cost prohibitive opportunities for individuals seeking to increase basic skill knowledge in reading, writing, and mathematics leading to occupational skills training, apprenticeships, work experience, national skills certification, higher education, entrepreneurship, or career employment.

Leveraged resources of key consortium partners and funding from this project addresses a critical need throughout the consortium area—the lack of an employment ready workforce meeting minimum employment standards and opportunities for advanced career technical education leading to careers in manufacturing. The grant application will detail our commitment in matching funds to the project.

As a partner agency we will support building an effective and efficient collaborative regional approach for partnership development, coordination of the education, workforce and economic development agencies efforts. COS will continue to support a system designed to provide high quality successful programs to assist in meeting the regions critical need for highly skilled workers.

Sincerely,

Bill Scroggins, Ph.D.
College of the Sequoias
Superintendent/President
March 26, 2007

California Community Colleges
Division of Academic Affairs
1102 Q Street
Sacramento, CA 95814-6411

Attention: Strengthening Career Technical Education for Advanced Manufacturing Project

To Whom It May Concern:

On behalf of the Tulare County Organization for Vocational Education, Regional Occupational Program (TCOVE ROP), I am pleased to submit this letter in support of the College of the Sequoias' (COS) application for the Strengthening Career Technical Education for Advanced Manufacturing Project.

The TCOVE ROP is now and will continue to work in a collaborative fashion with COS, Industry, Labor and local area Workforce and Economic Development partners to both share and gather appropriate information and data associated with the goals, objectives, and activities aligned with the Strengthening Career Technical Education for Advanced Manufacturing Project.

The Strengthening Career Technical Education for Advanced Manufacturing Project will assist in the career preparation of the undereducated, underemployed youth and young adults through the attainment of basic skills training and industry specific career technical training. The project is designed to increase basic skill knowledge in reading, writing, and mathematics for appropriate individuals seeking occupational skills training, apprenticeships, work experience, national skills certification, higher education, entrepreneurialship, and/or career employment.

The TCOVE ROP and other key regional partners' leveraged resources, along with the funding associated with this project, will address a crucial regional need: the lack of an employment ready workforce meeting minimum employment standards and opportunities for advanced career technical training leading to a career in manufacturing.

Specifically, the TCOVE ROP will continue to develop secondary capstone career technical education classes that sequence and articulate with local area community colleges, leverage the utilization of TCOVE ROP facilities with COS, and disseminate career technical education to secondary students, parents, instructional staff, counselors and administrators.

As a partner entity, the Tulare County Organization for Vocational Education, Regional Occupational Program will continue to support a regional project and system designed to provide high quality successful programs to assist in meeting the regions critical need for highly skilled workers.

Sincerely,

Ron Johnson, Director
March 28, 2007

California Community Colleges
Division of Academic Affairs
1102 Q Street
Sacramento, CA 95814-6511

To Whom It May Concern;

ProcessTec along with the College of the Sequoias, Industry, Labor and local Workforce/Economic Development are partnering to share and collect information regarding the goals, objectives, and activities for the strengthening of career technical education in advanced manufacturing through the establishment of an apprentice program.

The Strengthening Career Technical Education for Advanced Manufacturing project establishes clear pipelines for secondary and community college students to attain the necessary basic skills for employment readiness and career technical training through an advanced manufacturing apprentice program. The project design creates easily accessible non-cost prohibitive opportunities for individuals seeking to increase basic skill knowledge in reading, writing, and mathematics leading to occupational skills training, apprenticeships, work experience, national skills certification, higher education, entrepreneurship, or career employment.

Leveraged resources of key consortium partners and funding from this project addresses a critical need throughout the consortium area—the lack of an employment ready workforce meeting minimum employment standards and opportunities for advanced career technical education leading to careers in manufacturing. The grant application will detail our commitment in matching funds to the project.

As a partner agency we will support building an effective and efficient collaborative regional approach for partnership development, coordination of the education, workforce and economic development agencies efforts. COS will continue to support a system designed to provide high quality successful programs to assist in meeting the regions critical need for highly skilled workers.

Sincerely,

Juliette DeCampos
ProcessTec Inc.
College of the Sequoias
Community College District

College Assistance Migrant Program
Grant Application

May 2007
Part I
Application for Federal Education Assistance
Application for Federal Assistance SF-424

* 1. Type of Submission:
- [ ] Preapplication
- [X] Application
- [ ] Changed/Corrected Application

* 2. Type of Application:
- [X] New
- [ ] Continuation
- [ ] Revision
- [ ] Other (Specify)

* 3. Date Received:
Completed by Grants.gov upon submission

* 4. Applicant Identifier:

5a. Federal Entity Identifier:

* 5b. Federal Award Identifier:

State Use Only:

6. Date Received by State:

7. State Application Identifier:

8. APPLICANT INFORMATION:

* a. Legal Name: College of the Sequoias

* b. Employer/Taxpayer Identification Number (EIN/TIN):
94-6003004

* c. Organizational DUNS:
030975692

d. Address:

- * Street1: 915 South Mooney Boulevard
- Street2:
- * City: Visalia
- County: Tulare
- * State: CA: California
- Province:
- * Country: USA: UNITED STATES
- * Zip / Postal Code: 93277

e. Organizational Unit:

- Department Name: Student Services
- Division Name: Student Services

f. Name and contact information of person to be contacted on matters involving this application:

- Prefix: Dr.
- * First Name: William
- Middle Name: T.
- * Last Name: Scroggins
- Suffix:
- Title: Superintendent/President

Organizational Affiliation:

- * Telephone Number: 559-730-3731
- Fax Number: 559-730-3894
- * Email: scrogginsb@cos.edu
**Application for Federal Assistance SF-424**

9. **Type of Applicant 1: Select Applicant Type:**
   - H: Public/State Controlled Institution of Higher Education

   **Type of Applicant 2: Select Applicant Type:**
   - S: Hispanic-serving Institution

   **Type of Applicant 3: Select Applicant Type:**

   * Other (specify):

**10. Name of Federal Agency:**
   - U.S. Department of Education

**11. Catalog of Federal Domestic Assistance Number:**
   - 84.149

   **CFDA Title:**
   - Migrant Education_College Assistance Migrant Program

**12. Funding Opportunity Number:**
   - ED-GRANTS-040207-001

   **Title:**
   - College Assistance Migrant Program CFDA 84.149A

**13. Competition Identification Number:**
   - 84-149A2007-1

   **Title:**

**14. Areas Affected by Project (Cities, Counties, States, etc.):**
   - Cities: Visalia, Hanford, Tulare, Woodlake, Three Rivers, Culter, Orosi, Farmersville, Exeter, Lindsay, Ivanhoe, and Corcoran.
   - Counties: Kings and Tulare Counties
   - State: California

**15. Descriptive Title of Applicant’s Project:**
   - College of the Sequoias Community College District would like to become a recipient of the College Assistance Migrant Program (CAMP) grant in order to provide academic support to first year students.

*Attach supporting documents as specified in agency instructions.*
### Application for Federal Assistance SF-424

**Version 02**

#### 16. Congressional Districts Of:
- **a.** Applicant [CA-021](#)
- **b.** Program/Project [CA-020](#)

Attach an additional list of Program/Project Congressional Districts if needed.

#### 17. Proposed Project:
- **a.** Start Date: 10/01/2007
- **b.** End Date: 09/30/2012

#### 18. Estimated Funding ($):

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>* a. Federal</td>
<td>425,000.00</td>
</tr>
<tr>
<td>* b. Applicant</td>
<td></td>
</tr>
<tr>
<td>* c. State</td>
<td></td>
</tr>
<tr>
<td>* d. Local</td>
<td></td>
</tr>
<tr>
<td>* e. Other</td>
<td></td>
</tr>
<tr>
<td>* f. Program Income</td>
<td></td>
</tr>
<tr>
<td>* g. TOTAL</td>
<td>425,000.00</td>
</tr>
</tbody>
</table>

#### 19. Is Application Subject to Review By State Under Executive Order 12372 Process?
- **a.** This application was made available to the State under the Executive Order 12372 Process for review on 05/17/2007.
- **b.** Program is subject to E.O. 12372 but has not been selected by the State for review.
- **c.** Program is not covered by E.O. 12372.

#### 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes", provide explanation.)
- **Yes**  
- **No**

#### 21. *By signing this application, I certify (1) to the statements contained in the list of certifications** and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)

- **I AGREE**

**"** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

#### Authorized Representative:

<table>
<thead>
<tr>
<th>Prefix</th>
<th>* First Name: William</th>
</tr>
</thead>
<tbody>
<tr>
<td>Middle Name: T.</td>
<td></td>
</tr>
<tr>
<td>* Last Name: Scroggins</td>
<td></td>
</tr>
<tr>
<td>Suffix:</td>
<td></td>
</tr>
</tbody>
</table>

| * Title: Superintendent/President |
| * Telephone Number: 559-730-3731 |
| * Fax Number: 559-730-3894 |
| * Email: scrogginsb@cos.edu |

**Signature of Authorized Representative:** Completed by Grants.gov upon submission.  
**Date Signed:** Completed by Grants.gov upon submission.

Authorized for Local Reproduction

---

Standard Form 424 (Revised 10/2005)
Prescribed by OMB Circular A-102
**Application for Federal Assistance SF-424**

* Applicant Federal Debt Delinquency Explanation

The following field should contain an explanation if the Applicant organization is delinquent on any Federal Debt. Maximum number of characters that can be entered is 4,000. Try and avoid extra spaces and carriage returns to maximize the availability of space.
1. Project Director:

Prefix:  * First Name:  Middle Name:  * Last Name:  Suffix:

Mr.  Marcy  Huerta

Address:

* Street1:  915 South Mooney Boulevard
Street2:  
* City:  Visalia
County:  Tulare
* State:  CA  * Zip Code:  93277  * Country:  United States

* Phone Number (give area code)  Fax Number (give area code)

559-730-3958  559-737-4860

Email Address:

marcyh@cos.edu

2. Applicant Experience:

Novice Applicant  Yes  No  Not applicable to this program

3. Human Subjects Research

Are any research activities involving human subjects planned at any time during the proposed project Period?

☐ Yes  ☑ No

Are ALL the research activities proposed designated to be exempt from the regulations?

☐ Yes  Provide Exemption(s) #:

☐ No  Provide Assurance #, if available:

Please attach an explanation Narrative:
Part II
Program Abstract
College of the Sequoias Community College District is applying for a College Assistance Migrant Program (CAMP) grant being sponsored by the U.S. Department of Education with the aim of providing the academic and financial support necessary to help 80 migrant and seasonal farmworkers and their children successfully complete their first year of college.

College of the Sequoias (COS), one of the 109 California community colleges, is located in the southern portion of the San Joaquin Valley – the most productive agricultural area within the state. The socioeconomic and educational disparities that accompany the migrant and farmworker population that fuels this agriculturally based local economy will be addressed. Proposed services include but are not limited to: (1) recruitment and identification of eligible students from area educational institutions and from local High School Equivalency Programs (HEP); (2) an extensive orientation program for both students and parents; (3) specialized direct student services; (4) monitoring of academic progress; (5) transfer assistance; (6) financial aid assistance; (7) career counseling and job placement; (8) academic, personal and cultural enrichment; (9) health services; (10) creation of learning community; and (11) mentorship.

Anticipated outcomes for the CAMP project student participants include: (1) 60% will complete a vocational certificated program and will be employed within six months of graduation; (2) 20% will successfully transfer to a four-year university; and (3) 100% will gain the necessary knowledge, skills and abilities to prepare them for “productive work, lifelong learning, and community involvement.” (COS Mission)
CONSENT CALENDAR

—Contract for Library Software

Status: Action Scheduled
Presented by: Rod Frese, Ph.D.
Vice President, Administrative Services

Issue

With the construction of the new College of the Sequoias Learning Resource Center (library), funding was provided for equipment and appropriate software. The District has reviewed proposals from several companies for new library automation software.

Background

The District published a Request for Proposal (RFP) and received several responses from companies to automate the libraries, circulation, on-line public access catalogs, cataloging, photo repository, and electronic media access. The RFP was published in generally circulated newspapers as required by government code for purchase of software systems. The submitted proposals were narrowed to two major companies. Innovative Interfaces, Inc. was selected after additional meetings and review of software and services provided. The first company whose product the staff selected and the Board approved has withdrawn the product from the market. The staff has selected the second company on the list, Innovative Interfaces, Inc., for the Millennium software.

The funding will come from construction allocations for the Learning Resource Center.

Recommended Action

It is recommended that the Board of Trustees approve the purchase of Millennium software from Innovative Interfaces, Inc., for a cost not to exceed $260,000. Included is a three year total solution, including installation, and remote hosting of all library functions. The board authorizes the President or his designee to sign all contracts and agreements necessary to accomplish this agreement for hosting and software systems.
THIS LEASE AGREEMENT is made this 14th day of May 2007

BY AND BETWEEN

INNOVATIVE INTERFACES, INC., an Equal Opportunity Employer, M/F, HIV company, incorporated under the laws of the State of California, (hereinafter referred to as "Innovative")

-and-

COLLEGE OF THE SEQUOIAS, (hereinafter referred to as the "Library")

WITNESSETH:

WHEREAS the Library wishes to lease the use of computer software to improve the operation of the Library particularly in relation to the catalog function; and.

WHEREAS Innovative has represented and does hereby represent to the Library, subject to the terms and conditions hereof, that the computer equipment and related software to be leased to the Library pursuant hereto will satisfy the requirements of the Library as set forth hereunder;

WHEREAS this Lease Agreement shall become effective as of 2007 (date of last signature of this Lease Agreement), and the term of this Agreement shall be 42 months, unless otherwise terminated as provided in this Lease Agreement. This Lease Agreement may be extended by mutual written consent of both parties.

NOW THEREFORE in consideration of the premises, and the mutual covenants and agreements herein contained, the parties hereto agree as follows:

1.00 INTERPRETATION

Where used in this Agreement, unless the context otherwise requires, the following words and phrases have the respective meanings set forth below:

1.01 "Agreement," "this Agreement," "herein," "hereunder" and similar expressions refer to this Agreement and the Schedules annexed hereto and referred to herein, all as amended from time to time, and the expression "Section" followed by a number means and refers to the specified section of this Agreement:

1.02 "MILLENNIUM", "System" or "Software" refers to the software developed by Innovative for use in a library environment, including all software specified in Schedule A.

1.03 "Lease Price" means the dollar amount as set out in Schedule B, excluding applicable taxes.

1.04 "Central Site Hardware" refers to the actual hardware housed, owned and maintained by Innovative, and which is the platform to run the MILLENNIUM Software set forth in Schedule A of this Lease.

2.00 SUPPLY OF SYSTEM

In consideration of the payment of the Lease Price and subject to all the terms and conditions hereof, Innovative shall:

(a) supply to the Library under license the Software referred to in Section 3.00; and

(b) provide access to the Library the materials and documentation referred to in Section 4.00.
(c) supply training as set out on Schedule A and C.

2.02 Subject to the other terms and conditions hereof, the Software will be installed and will become operational in accordance with the implementation timetable set forth in Schedule C.

3.00 SOFTWARE

3.01 Innovative will supply to the Library the MILLENNIUM Software needed for proper System operation.

3.02 Innovative shall retain ownership of the Software and all modifications thereto. Each licensed Software product, and all reproductions, corrections, modifications, enhancements and improvements thereof, provided by Innovative to the Library, are the exclusive and proprietary property of Innovative. Title and full ownership rights in all licensed Software products and all reproductions, corrections, modifications, enhancements and improvements, and all related patent rights, copyrights, trade secrets, trademarks, service marks, related goodwill and Innovative's intellectual property are reserved to and shall remain proprietary to Innovative. The Library shall not remove or destroy any copyright, trade secret, proprietary or confidential legends or markings placed upon or contained or embedded within any licensed Software products and related materials.

3.03 Innovative hereby grants to the Library a non-transferable non-exclusive license to use a single copy of the Software.

3.04 The Library agrees to keep confidential all material and documentation relating to the Software and any modification thereto. The Library will not make available or distribute any program code or description associated with the System in any form whatsoever to third parties without the prior written approval of Innovative.

3.05 The Library will retain ownership of the Library-supplied data to be loaded onto the System. When this Agreement terminates for any reason, the Library-supplied data will be returned to the Library.

4.00 DOCUMENTATION

4.01 Within two weeks of the signing of the Agreement, Innovative will provide access, at no additional cost to the Library, to all standard materials published by and then available for use by purchasers of MILLENNIUM Systems including web-based user manuals, and other relevant materials and documentation.

4.02 All materials, documents and other information, including this Agreement and the Schedules annexed thereto, provided by Innovative to the Library pursuant to Section 4.01 shall be and remain confidential in the possession of the Library and the Library shall not copy or disclose any of such confidential materials, documents or other information to any third party whatsoever without the prior written permission of Innovative.

5.00 SUPPLIES

5.01 The Library is responsible for the acquisition at its own expense of all supplies to be used in the day-to-day operation of the System including, without limitation, paper, magnetic tape, ribbons for printers and forms.

6.00 SPECIAL DECLARATIONS
6.01 Innovative represents and warrants that the Software will contribute to the System the qualities and functions described in Schedule D.

6.02 The Library will supply Innovative with a tax exemption number or pay any and all State and Local taxes with respect to the acquisition by it of the System or any part thereof. If the Library becomes non-exempt at any time and such taxes become applicable, the Library agrees to indemnify Innovative with respect to any liability or expense incurred by Innovative in respect thereof.

6.03 Innovative represents and warrants that it has the full right to offer to the Library the Software and that the Library shall have license and good right to use the same free from any lien, claims, charges or encumbrances, so long as the Library shall maintain the lease payments as set forth in Schedule B hereto, and that such rights shall not survive the expiration hereof. Further, the Library shall have no right to sub-license or assign its rights in respect of the Software or any part thereof.

6.04 Neither party shall divulge or disclose to any third parties any information concerning the affairs of the other party which come to the knowledge of such party as a result or in performance of this Agreement of the other party unless such information becomes publicly available through no fault of Innovative or the Library.

6.05 Neither Innovative nor the Library shall be liable to the other for loss, damage, or delay in the work caused by war, riot, the act or order of any competent civil or military authority, strikes, unauthorized work stoppage or by rain, fire, flood, act of God or by any cause which is unavoidable and beyond its reasonable control. In addition, Innovative is not liable for loss or damage suffered by the Library or any third party not caused by the employees, agents or equipment of Innovative.

6.06 INNOVATIVE IS NOT LIABLE FOR INDIRECT, INCIDENTAL OR CONSEQUENTIAL LOSS OR DAMAGE HOWEVER CAUSED.

7.00 TRAINING

7.01 Innovative will provide staff for complete on-site training of Library personnel as set out in Schedule A.

8.00 ACCEPTANCE

8.01 The testing of the System shall be completed jointly by Innovative and the Library to the mutual satisfaction of the parties.

8.02 Operational Testing

Upon completion of the initial Software installation on the System, the System is considered for use and for operational testing. It is understood that the operational testing will be use of the System in actual operation. Innovative agrees to correct problems found in the course of this operational testing.

8.03 The testing by the Library required by Section 8.02 shall continue for a period not to exceed 90 days from date of completion of initial installation. Unless the Library provides Innovative, in writing, with any claim that the System does not meet performance specifications on or before expiration of said 90 days, it will be conclusively presumed that the System has met all performance specifications. In no case shall testing extend beyond one year from contract signing.
8.04 Innovative will provide to the Library, its representatives and consultants, such documentation and assistance as may reasonably be required by the Library in connection with the aforesaid acceptance tests.

9.00 PAYMENT AND LICENSE

9.01 The Lease Price for the System and all rights and benefits herein contained shall be payable in the lawful money of the United States at the times and in the amounts set forth in Schedule B.

9.02 If the Implementation Schedule is delayed at the Library's request, payments shall be due as outlined under the terms and conditions set forth in Schedule B.

10.00 WARRANTIES

10.01 Innovative represents and warrants to the Library that:

(i) The Software and all other items supplied to the Library under the provisions of this Lease Agreement shall be and shall remain free from any and all defects and will conform to all stated specifications, provided that the Software is used in accordance with Innovative's operating procedure and is not abused or misused;

(ii) As of the date upon which the Software license is granted to the Library, the Software may be used by the Library, and no person, firm or corporation shall have any interest therein other than Innovative and the Library pursuant to this Agreement.

10.02 The representations and warranties by Innovative as provided for Section 10.01 (i) shall continue in full force and effect for a period of 30 days following initial installation of the System but the expiration of such period shall not affect the rights of the Library hereunder in respect of any claim of which Innovative has then received written notice from the Library under the provisions hereof.

10.03 If without the approval of Innovative, the Library shall exceed the System specifications as set forth in Schedule A then Innovative shall be relieved from any responsibility for a breach of warranty under clause (i) of Section 10.01 and any other performance guarantees set forth in this agreement.

10.04 Except as specifically set forth in this Agreement, it is expressly agreed there is no warranty of merchantability or fitness for a particular purpose, except for library related applications, expressed or implied, by Innovative with reference to the Software which extends beyond the warranties set forth herein.

11.00 TERMINATION

11.01 If, prior to payment by the Library of the Lease Price in full, the Library defaults in payment of any sum due hereunder or otherwise fails to fulfill its obligations under this Agreement beyond 60 days after receipt by the Library of written notice from Innovative of such default, then Innovative shall have the immediate right to terminate this Agreement and revoke the software license by notice to the Library and to immediately cease and refrain from providing support and access to the System. The Library's obligation to pay all charges which shall have accrued shall survive any such termination of this Agreement by Innovative and such revocation of the Software license shall be without waiver of any other remedies Innovative may have at law or in equity.

11.02 (i) If Innovative does not fulfill its obligations to deliver, install and test the Software in accordance with the dates specified in Schedule C, or

(ii) If the System when installed does not meet the specifications set forth in Schedule D, or
(iii) If Innovative is in default in respect of any covenant, representation, warranty and/or agreement provided herein, or

then the same shall constitute an event of default by Innovative hereunder, and upon the happening of any of the aforesaid events, the Library may upon 60 days notice to Innovative specifying Innovative's default terminate this Agreement and such termination shall be without prejudice to any right the Library may have to damages at law or in equity; provided that if Innovative or any of its Sureties, Guarantors or Indemnitors remedies such default within the said 60 days period, this Agreement shall remain in full force and effect.

12.00 GENERAL PROVISIONS

12.01 No party to this Agreement shall have the right to assign its rights or obligations under this agreement except with the written consent of the other party hereto, which consent will not unreasonably be withheld.

12.02 There are no understandings, agreements or representations, express or implied, between the parties hereto not specified or embodied herein. Any prior commitments, written or oral, made by either party to this Agreement are superseded by this Agreement.

12.03 This Agreement shall not be modified, amended, rescinded, cancelled or waived in whole or in part, except by written instrument signed by the parties hereto and no waiver of any of the provisions of this Agreement shall constitute a waiver of any of the other provisions hereof (whether or not similar) nor shall such waiver constitute a continuing waiver unless expressly so provided therein.

12.04 This Agreement shall be interpreted and governed under the laws of the State of California without reference to California conflicts of law principles. The parties agree that this Agreement is made and shall be performed in Tulare County, California.

12.05 In the event that a claim or cause of action arises out of the interpretation, performance, or breach of this contract, the prevailing party shall be entitled to a reasonable attorney's fee in addition to costs of suit. Venue for any action hereunder shall be at the site of the respondent.

12.06 This Agreement is not to be distributed by any party hereto to any third party without the written approval of the other party hereto.

12.07 All notices to be given to or received by the parties hereto shall be in writing and shall be delivered by messenger or mailed by prepaid registered or certified first class mail, with return receipt requested, to any such party at its address which:
in the case of Innovative shall be:

Innovative Interfaces, Inc.
5850 Shellmound Way
Emeryville, CA 94608
Attention: President

and in the case of the Library shall be:

College of the Sequoias
915 S. Mooney Blvd
Visalia, CA 93277
Attention: Director

Any party may by notice change its address for the purposes hereof. Any such notice shall be deemed to have been given, if delivered by messenger, on the date of its actual receipt, or, if delivered by mail, upon the date that it shall have been properly deposited in the mail.

12.08 Save as otherwise expressly provided, this Lease Agreement shall endure to the benefit of and be binding upon the parties hereto, their respective successors and permitted assigns.

12.09 This Agreement is made and becomes effective only when executed by a duly authorized officer of Innovative at Emeryville, California.

IN WITNESS WHEREOF, the parties have executed this Agreement as of the date last written below.

THE LIBRARY

By __________________________
Name: ________________________
Title: _________________________
Date: _________________________

INNOVATIVE INTERFACES, INC.

By __________________________
Name: Gerald M. Kline
Title: President/CEO
Date: _________________________
SCHEDULE A
MILLENNIUM SOFTWARE

MILLENNIUM PRICE QUOTATION
College of the Sequoias
INNKeeper Solution for 20 Staff Users (Innovative DBMS)
(Internet access to host hardware in Emeryville, CA)

MILLENNIUM SOFTWARE

WebPAC Pro Online Public Access Catalog

Unlimited WebPAC Pro User Licenses
Millennium WebPAC Pro, including design template and staging port
Keyword Search Engine with RightResult™ advanced relevance ranking
Keyword Spell Check capability (Did you mean...?)
Link to enriched content: cover images, reviews, etc. (Content must be separately purchased)

My Millennium Patron Empowerment, including:
• Place holds. Cancel, modify and freeze holds
• Self-renewal of items
• Save preferred searches
• Automatic notification of new material
• Maintain Reading History (Optional)
• Patron Ratings of library material
Patron-initiated requesting, including multiple holds with shopping cart
Support and Display of Incoming RSS Feeds
Export Records/Create a Bibliography

Cataloging
Unlimited Bibliographic, MARC Holdings, Item and Authority Record File Sizes
Cataloging tools, including:
• Full-screen edit
• Heading verification
• MARC code validation
• Online MARC manual
• Diacritic maps
• User-defined Macros
• Cut/copy/paste
MARC21 Holdings support
Single and Multi-item creation
Label Printing
Global Update of all record types
Authority Control (Report Heading Changes software)
Automatic Authorities Processing Software
OCLC Interface via the network for all authorized staff users
INNView Database of current LC Authority Files
Management Information and Report Writer
Create Lists of Records
Statistical Report package
Browser-based Management Reports (OPAC searches, Circ transactions, etc.)

*All Report Writers are provided with a site license and are available from all staff clients to all authorized users

Circulation
Unlimited Item Record File Size and Unlimited Patron Record File Size
Checkout / Checkin / Renewals / Patron Registration / Notices
Sophisticated Holds functionality
Circulation Notices via Email
Millennium Offline Circulation Software (Site License)
Inventory Control
Reserve Book Room

Materials Booking

Bursar In / Bursar Out
Provides for an exchange of data between Millennium and third party vendors (e.g. Banner or PeopleSoft)

Acquisitions & Fund Accounting
Unlimited Order Record File Size
Ordering / Receiving / P.O. Printing
Invoice Processing and Fund Accounting
Claiming
Hierarchical Fund Reports
Foreign Currency Conversion
Support for up to 30,000 vendor records
Vendor Statistics
EDIFACT support for Electronic Ordering, Status Reports and Invoicing
Electronic Serials Invoice Processing
Inventory Express Web Services interface

Serials Control
Unlimited MARC Holdings and Checkin Record File Size
Checkin / Claiming / Routing / Binding
Automatic MARC21 holdings update at checkin
SISAC Barcode Checkin
Electronic Claiming of Serial Issues

Web Access Management
Patron authentication and forwarding to support remote access to licensed databases
Controlled access to web resources by patron verification
Permissions determined by patron category
Optional IP proxy
URL checking software
Provides database access statistics
Media Management
Supports local and remote storage and access to digital objects
Integrated with bibliographic database or as a separate reference database
Support for multiple file types, such as GIF, TIFF, JPEG, MP3, PPT, DOC, AVI, etc.
Digital objects may be imported, scanned or linked
Full-text indexing of linked documents
Integrated with all Millennium staff modules
Electronic Course Reserve capability

PathFinder Pro
PathFinder Pro provides Smart Linking technology that provides superior search results
Smart Linking allows the library to define the specific rules for the display of links and defines which fields are included in the pre-formatted searches.
Allows libraries to provide links that are appropriate to elements of the record like subject, classification range, author name, etc.
It also allows them to send the appropriate field (such as subject, author, title, etc.) to the appropriate resource.

WebBridge LR
Open-URL compliant resolution server
Includes Management Table

Blackboard Courseware Integration
Provides an interface between Blackboard and WebPAC Pro

Circulation Patron Photos
Provides the ability to attach patron photos to the patron records
Linked photos appear on the screen when a patron is identified

Database Management System & System-Wide Functionality
Innovative Database Management System
Full database indexing
Full UNICODE Support
Self-updating staff client software for all licensed staff modules
  - User-defined function keys
  - Keyboard and mouse equivalents
  - User-defined screen colors, fonts
File Transfer Software
Z39.50 Software support for WebPAC Pro and all staff clients, including:
  - Client & Server Software
  - Broadcast Searching
  - MARC record import
  - OCLC Holdings update
Enhanced content linking in all staff clients (Content must be separately purchased)

Inter Library Loan Module
B321 Portable Barcode Reader

License for 20 simultaneous staff MILLENNIUM users

MONTHLY COST $6,449/per month

* First payment due one month after initial installation of the System.

3-YEAR PRE-PAY ALLOWANCE $358/month

MONTHLY COST (3 years pre-paid) $6,091/month

SERVICES

PROJECT MANAGEMENT
Manage relationship between library and Innovative during implementation
Develop schedule for major project milestones and migration plan
Provide ongoing project consultation
Prioritize implementation tasks for Innovative and library team members

SOFTWARE SETUP
Setup and configuration of licensed Millennium software

TRAINING
14 Days of on-site training services (Multiple on-site visits)
All travel expenses included

IMPLEMENTATION CONSULTING
Up to 110 hours of consultation services by the Implementation Team for purposes of implementing the system, including project management, data profiling, and training support (excluding on-site training and travel to and from the site)
Monthly reports during the project by the Implementation Team of hours used

DATA LOADING SERVICES
All profiling and record loading services assume data will be provided from one source, the library's existing EOS system.
Setup of Profile Evaluation Database, consisting of subset of the library's records
Includes revisions of Evaluation Database during evaluation period
Profiling services for initial Bibliographic, Authority, Item and Patron Records
Load of Bibliographic and Item Records
Load of Authority Records
Load of Patron records
Load of Circulation Checkouts, Holds, and Fine Totals
Load of Acquisitions Order records and Serials holdings records
TRAINING SUPPORT
Telephone and email support answering questions about Millennium functionality

DOCUMENTATION
Site license access to Getting Started with Millennium Manual
Site license access to the Millennium User Manual
Site license access to CSDirect (Customer Service web site)

1. Data must be provided in a single de-duplicated file in the USMARC Communications format, from a single source.
2. Data must be provided in an Innovative approved format.

SERVICES COST
*$29,000

OTHER SERVICES

LSSI Headings and Authority Processing (Pass-through) $3,088

*Cost for services are due at time of contract signing.

ANNUAL SERVICES
(Cost for annual services are due at time service is enabled.)

Research Pro $7,500/year

Federated search engine providing access to multiple resources with a single search
Simultaneous searching across resources such as full-text databases, electronic journals,
Internet search engines, locally developed databases, and abstract and indexing services
Includes support for 30 standard resources (additional resources available on a per resource
basis, selected from an Innovative-provided list of resources)
Results lists are returned to the user in a consistent interface customizable by the library,
identified by source, and hyperlinked to hits at the source
Patron verification is performed for all databases using Web Access Management
Multi-protocol searching is supported including Z39.50, HTTP, and SQL
Allows patrons to define a “My Databases” list of preferred databases within their My Millennium account

Syndetic Solutions Catalog Enrichment Content $3,995/year

1 Pricing is based on 65,000 bibliographic records. The Library will be responsible for the actual amount charged by the vendor.
2 Syndetic Solutions pricing is based on 92,000 items. The Library will be responsible for the actual amount charged by the vendor.
NOTES

• Prices do not include any applicable taxes, which are the responsibility of the Library.

• All prices given are valid for a period of 90 days from the date of the proposal.

• INNKeeper charges are based on a minimum 42-month commitment from the library.

• INNKeeper System maintenance and support services include unlimited access to a 24-hour Helpdesk via a toll-free phone number, regular MILLENNIUM Software enhancements, and new editions of the MILLENNIUM User Manual.

• Any data supplied in non-MARC format must first be reviewed by Innovative for analysis prior determining a price for loading into the System.
SCHEDULE B
PAYMENT SCHEDULE

Implementation and Training Services
(Due at contract signing) $29,000

Millennium System Total
(Due on initial installation; based on 36 months pre-paid and 42 month commitment) $219,276

LSSI Authority Processing¹
(Due upon receipt of invoice) $3,088

Monthly Fee
(Starting month 37) $6,091

Research Pro
(Due upon enabling of service) $7,500/year

Syndetic Solutions²
(Due upon enabling of service) $3,995/year

Payments will be due 30 days after invoice. Interest of 1% per month of the full outstanding amount will be charged for late payments.

These amounts are excluding taxes. The Library will be responsible for all applicable taxes.

¹ Pricing is based on 65,000 bibliographic records. The Library will be responsible for the actual amount charged by the vendor.
² Syndetic Solutions pricing is based on 92,000 items. The Library will be responsible for the actual amount charged by the vendor.
This Project Implementation Plan is designed to provide the Library with a general timeline of events. The Final Project Implementation Plan may vary with respect to the dates and order of events as mutually agreed upon between the Library and the Innovative Interfaces Team. The timing of the initial events in this plan reflect typical practices which are dependent on key deliverables from the Library and current availability of Innovative staff resources. From time to time, the Library and Innovative Interfaces may jointly review the Final Project Implementation Plan and make such revisions to it as are mutually agreed upon. This review shall also serve to clarify each event and establish intermediate events and dates as necessary. A delay in any one such event shall cause a delay in all subsequent events. Delays are subject to rescheduling as resources are available.

<table>
<thead>
<tr>
<th>ESTIMATED DATE OF EVENT</th>
<th>EVENT NUMBER</th>
<th>RESPONSIBLE PARTY</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007, date of last signature</td>
<td>1</td>
<td>Both</td>
<td>Contract signing</td>
</tr>
<tr>
<td>Within 2 weeks of contract signing</td>
<td>2</td>
<td>Innovative</td>
<td>Provide access to User Manual and GSM to the Library</td>
</tr>
<tr>
<td>At least 30 Days prior to Initial Training</td>
<td>3</td>
<td>Library</td>
<td>Deliver data to Innovative and Submit completed worksheets to Innovative</td>
</tr>
<tr>
<td>Within 60 days of Contract signing</td>
<td>4</td>
<td>Innovative</td>
<td>Initial Training begins</td>
</tr>
<tr>
<td>Within 45 days after Initial Training</td>
<td>5</td>
<td>Library</td>
<td>Complete Profile Evaluation(^5)</td>
</tr>
<tr>
<td>TBD</td>
<td>6</td>
<td>Both</td>
<td>Full data load (Library loads data, Innovative monitors the load)</td>
</tr>
<tr>
<td>TBD following completion of Profile Evaluation</td>
<td>7</td>
<td>Innovative</td>
<td>Additional training as purchased</td>
</tr>
</tbody>
</table>

\(^5\) Based on a test database of up to 100,000 records that are loaded into the System, which the Library will use to evaluate whether the agreed-upon profile specifications are met.
The specifications for the modules purchased herein as set forth in Schedule A, and the System specification more particularly described in the web-based MILLENNIUM User Manuals and the Getting Started Manual, which are incorporated herein by reference.
MAINTENANCE AND SUPPORT SERVICES

a) The term of this Agreement is for 42 months.

b) This Maintenance Agreement will cover all licensed Software and central site hardware.

c) If the Library adds any additional Innovative Software to the System after initial on-line access, as mutually agreed upon by both parties, the Maintenance Services shall be extended to cover the additional Software. The additional cost of each module shall be amortized over the term of the Agreement.

d) Innovative will provide services 24 hours a day. Innovative will make its best efforts to return calls within 2 hours of receipt and repair Software within 48 hours of notice, excluding weekends and holidays.

e) Any services provided due to Library supplied equipment failure, where such equipment was not purchased from Innovative, and over which Innovative has no direct control, shall be billable at Innovative' then current maintenance rates.

THE LIBRARY

By: ____________________________
Name: __________________________
Title: __________________________
Date: __________________________

INNOVATIVE INTERFACES, INC.

By: ____________________________
Name: Gerald M. Kline
Title: CEO/President
Date: __________________________
CONSENT CALENDAR

6

AGREEMENT WITH COMMISSION ON PEACE OFFICER STANDARDS AND TRAINING (POST)

Status: Action Scheduled

Presented by: Rod Frese, Ph.D.
Vice President, Administrative Services

Issue

The College of the Sequoias and the Commission on Peace Officer Standards and Training (POST) program agree to execute a contract for the period of July 1, 2007–June 30, 2008 for Driving and Force Options Simulator Training. In this agreement, POST had agreed to reimburse COS up to $50,560.00 each for the Force Option Simulator Training and Driver Simulator Training for a total reimbursement not to exceed $101,120.00.

Recommended Action

It is recommended that the Board of Trustees approve agreement number 70112324 between College of the Sequoias and the Commission on Peace Officer Standards and Training (POST).
1. This Agreement is entered into between the State Agency and the Contractor named below
   
   **STATE AGENCY'S NAME**
   Commission on Peace Officer Standards and Training (POST)

   **CONTRACTOR'S NAME**
   College of the Sequoias

2. The term of this Agreement is:
   
   **July 1, 2007 - June 30, 2008**

3. The maximum amount of this Agreement is:
   
   $101,120.00
   
   **(ONE HUNDRED ONE THOUSAND ONE HUNDRED TWENTY DOLLARS)**

4. The parties agree to comply with the terms and conditions of the following exhibits which are by this reference made a part of the Agreement:

   - Exhibit A - Scope of Work
   - Exhibit B - Budget Detail and Payment
   - Exhibit C - General Terms and Conditions
   - Exhibit D - Special Terms and Conditions

   * Exhibit C - General Terms and Conditions
     
     **GTC 307**

---

**Items shown with an asterisk (*) are hereby incorporated, by reference and made part of this agreement as if attached hereto,**

*View at [www.dgs.ca.gov/contracts](http://www.dgs.ca.gov/contracts)

**IN WITNESS WHEREOF, this Agreement has been executed by the parties hereto.**

---

**CONTRACTOR**

**CONTRACTOR'S NAME (If other than an individual, state whether a corporation, partnership, etc.)**

College of the Sequoias

**BY (Authorized Signature)**

**DATE SIGNED**

**4-27-2007**

**PRINTED NAME AND TITLE OF PERSON SIGNING**

Rod Freese, J.P.

**ADDRESS**

915 So. Mooney Blvd., Room 737

Visalia, CA 93277

---

**STATE OF CALIFORNIA**

**AGENCY NAME**

Commission on Peace Officer Standards and Training (POST)

**BY (Authorized Signature)**

**DATE SIGNED**

---

**R. W. Reed, Assistant Executive Director**

**ADDRESS**

1601 Alhambra Boulevard, Sacramento, CA 95816-7083
EXHIBIT A  
(Standard Agreement)

SCOPE OF WORK

1. College of the Sequoias hereafter referred to as Contractor, agrees to provide for the Commission on Peace Officer Standards and Training, hereafter referred to as POST, Driving Simulator and Force Option Simulator training to qualified law enforcement personnel.

2. Each course presentation shall be in accordance with the Course Outlines, Budgets and Resumes on file at POST, which are incorporated by reference and are hereby made a part of this agreement.

3. Contractor agrees to train six hundred forty (640) students in the four-hour Driving Simulator Course at a cost not to exceed $79.00 per student and shall not exceed the total amount of $50,560.00.

4. Contractor also agrees to train six hundred forty (640) students in the four-hour Force Option Simulator Course at a cost not to exceed $79.00 per student and shall not exceed the total amount of $50,560.00.

5. The POST project manager has the authority to transfer funds between categories of expenditures when there is a demonstrated need to meet contract goals.

6. All students must be full-time law enforcement officers employed with agencies in the POST Reimbursable Program.

7. Upon completion of each presentation, Contractor agrees to submit the following before payment will be authorized:
   
   A) Course Roster/s; and
   B) An invoice totaling the number of full-time, on-duty POST reimbursable students who attended the presentation. The invoice also should include the authorized rate of $79.00 per student for the Driving Simulator Course and $79.00 per student for the Force Option Simulator Course.

8. In the event there are not enough students from POST reimbursable agencies to fill any class, the Contractor may opt to fill vacancies with students who are not full-time, on-duty law enforcement officers from POST reimbursable agencies. Contractor may charge a tuition to those students based on the per student rate of $79.00 for the Driving Simulator and $79.00 per student for the Force Option training course.

9. The Project Representatives during the term of this agreement will be:

<table>
<thead>
<tr>
<th>State Agency: Commission on POST</th>
<th>Contractor: College of the Sequoias</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name: Steven Craig</td>
<td>Name: Gary Kunci</td>
</tr>
<tr>
<td>Phone: (916) 227-4887</td>
<td>Phone: 559/730-3752</td>
</tr>
<tr>
<td>Fax: (916) 227-4011</td>
<td>Fax:</td>
</tr>
</tbody>
</table>

10. Direct all inquiries to:

<table>
<thead>
<tr>
<th>State Agency: Commission on POST</th>
<th>Contractor: College of the Sequoias</th>
</tr>
</thead>
<tbody>
<tr>
<td>Section/Unit: Contracts Unit</td>
<td>Section/Unit:</td>
</tr>
<tr>
<td>Attention: Kirshlyn Conway</td>
<td>Attention: Gary Kunci</td>
</tr>
<tr>
<td>Address: 1601 Alhambra Blvd.</td>
<td>Address: 915 So. Mooney Blvd., Room 737</td>
</tr>
<tr>
<td>Sacramento, CA 95816-7083</td>
<td>Visalia, CA 93277</td>
</tr>
<tr>
<td>Phone: (916) 227-3937</td>
<td>Phone: 559/730-3752</td>
</tr>
<tr>
<td>Fax: (916) 227-3895</td>
<td>Fax:</td>
</tr>
</tbody>
</table>
**BUDGET DETAIL AND PAYMENT PROVISIONS**

1. **Invoicing and Payment**
   
   A. For services satisfactorily rendered, and upon receipt and approval of the invoices, the State agrees to compensate the Contractor for actual expenditures incurred in accordance with the rates specified in the Course Budgets, which are on file at POST and incorporated into this agreement by reference.

   B. Invoices shall include the Agreement Number and shall be submitted in triplicate not more frequently than monthly in arrears to:

   Commission on POST  
   Accounting Section  
   1601 Alhambra Boulevard  
   Sacramento, CA 95816-7083

2. **Budget Contingency Clause**
   
   A. It is mutually agreed that if the Budget Act of the current year and/or any subsequent years covered under this Agreement does not appropriate sufficient funds for the program, this Agreement shall be of no further force and effect. In this event, the State shall have no liability to pay any funds whatsoever to Contractor or to furnish any other considerations under this Agreement and Contractor shall not be obligated to perform any provisions of this Agreement.

   B. If funding for any fiscal year is reduced or deleted by the Budget Act for purposes of this program, the State shall have the option to either cancel this Agreement with no liability occurring to the State, or offer an agreement amendment to Contractor to reflect the reduced amount.

3. **Prompt Payment Clause**
   
   Payment will be made in accordance with, and within the time specified in, Government Code Chapter 4.5, commencing with Section 927.

4. **Payment Term and Amount**
   
   POST agrees to pay the Contractor up to $50,560.00 for the Driving Simulator Training courses and up to $50,560.00 for the Force Option Simulator Training courses. The total cost of this agreement shall not exceed $101,120.00 and shall be in accordance with the Course Budgets on file at POST. In the event that costs are less than amounts shown, Contractor shall be reimbursed for actual costs only.
SPECIAL TERMS AND CONDITIONS

1. **Settlement of Disputes**
   Except as otherwise provided in this agreement, any dispute concerning a question of fact arising under this agreement which is not disposed of by compromise shall be decided by POST, who shall reduce its decision in writing and mail or otherwise furnish a copy thereof to Contractor. Contractor has fifteen (15) calendar days after receipt of such a decision to submit a written protest to POST specifying in detail in what particulars the agreement requirements were exceeded. Failure to submit such a protest within the period specified shall constitute a waiver of any and all right to adjustment in agreement terms and POST’s decision shall be final and conclusive. Pending final decision of a dispute hereunder, Contractor shall proceed diligently with the performance of this agreement, upon receipt of written order from POST to do so.

2. **Contractor Evaluation**
   In accordance with provisions of the State Administrative Manual, Section 1283, Contractor’s performance under this agreement will be evaluated. The evaluation will be prepared by POST within 30 days after completion of the agreement.

3. **Cancellation Clause**
   Either party may cancel this agreement upon thirty (30) days prior written notice.

4. **Amendments**
   This agreement may be amended by mutual written consent.

5. **Travel**
   Travel is authorized only if included and accounted for in the Course Budgets. The per diem rates will be in accordance with the rates set by the California State Department of Personnel and Administration (DPA) for comparable classes of employees. For rate information, reference the State Administrative Manual (SAM), Section 0700, located at the following Web site: http://sam.dgs.ca.gov/sam.htm
CONSENT CALENDAR

AGREEMENT BETWEEN COLLEGE OF THE SEQUOIAS AND THE TULARE COUNTY FIRE DEPARTMENT

Status: Action Scheduled

Presented by: Dale E. Norton
Interim Vice President, Academic Services

Issue

College of the Sequoias desires to contract with the Tulare County Fire Department to provide quality educational courses, instruction and training to meet community fire department needs.

Background

College of the Sequoias shall offer approved educational courses through its various programs to meet the needs of the Tulare County Fire Department. College of the Sequoias shall provide a coordinator to work with the Tulare County Fire Department and the coordinator shall act as the fire department co-director for all College of the Sequoias educational courses.

The Tulare County Fire Department shall cooperate with College of the Sequoias to ensure that all personnel, equipment, and materials used in carrying out its responsibilities under this contract conform to Education Code and Title 5 mandated standards governing instructional programs including minimum qualifications for instructors.

Recommended Action

It is recommended that the Board of Trustees approve Contract Number FA 2007-01 between College of the Sequoias and the Tulare County Fire Department. The term of this agreement will be effective May 1, 2007 and will expire April 30, 2008.
MASTER AGREEMENT
BETWEEN

College of the Sequoias
And
City of Tulare Fire Department
Contract #FA 2007-01

AGREEMENT for FIREFIGHTER VOCATIONAL EDUCATION SERVICES.

WITNESSETH:

WHEREAS, COS is authorized by the California Education Code and Title 5 of the California Code of Regulations, to conduct Contract Instruction, Assessment and Counseling Services to serve community needs; and

WHEREAS, COS desires to contract with TFD for services as identified herein; and

The parties intend that this Agreement provide for the mutual cooperation of COS and TFD in the provision of quality instruction and training to meet community needs.

AGREEMENT

NOW, THEREFORE, in consideration of the foregoing and of the covenants, conditions, and promises hereinafter contained to be kept and performed by the respective parties, COS and TFD mutually agree as follows:

Section 1. RESPONSIBILITIES OF COS

a. COS shall offer approved educational courses through its various programs to meet the needs of TFD.

b. COS shall provide a coordinator to work with TFD. Said coordinator shall act as the TFD co-director for all COS affiliated educational courses. Under no circumstances, however, shall the coordinator have authority over the remaining operations of TFD, including, but not limited to, personnel issues concerning TFD employees, operational budget, or the use, maintenance, or scheduling of TFD facilities.

c. COS and TFD will mutually ensure that ancillary and support services are provided for the students. (e.g. Counseling, Guidance, & Placement Assistance).

Revised 4-24-07 by Larry Dutto, Dean of Academic Services
d. COS shall assist the TFD in registration and other support services to students in order to adequately manage and control its course offerings.

e. COS shall approve of the selection of instructors and facilitators and evaluate the quality of instruction to ensure that it meets the needs of the students and the accreditation requirements of COS. COS shall have the primary right to control and direct the instructional activities of all instructors.

f. COS shall ensure that course offerings meet all appropriate requirements of the California Education Code (hereinafter Education Code) and Title 5 of the California Code of Regulations (hereinafter Title 5).

g. COS shall consult the TFD on any revisions to existing COS courses designed for the TFD program, initiation of new courses, or any other changes, in order to ensure the quality of educational services and to meet the needs of the TFD.

h. COS shall provide the use of its facilities and equipment, free of charge, for use by the TFD, on an as needed, space available basis for affiliated programs. COS shall attempt to provide use of said facilities and equipment during normal business hours.

i. COS shall demonstrate control and direction through such actions as providing the instructor of record an orientation, instructor’s manual, Title 5 course outlines, curriculum materials, testing and grading procedures and any other materials and services it would provide its hourly instructors on campus.

j. By signing this Agreement, COS certifies that it does not receive full compensation for direct education costs of the course from any public or private agency, individual or group.

Section 2. RESPONSIBILITIES OF City of Tulare Fire Department

a. TFD shall provide classroom space for use as off-campus sites by COS, free of charge for affiliated programs. TFD shall attempt to provide use of said facilities during normal business hours.

b. TFD shall provide instructors, facilitators, equipment, materials, day-to-day management support, and all other related overhead necessary to conduct COS’s affiliated educational programs.

c. TFD shall cooperate with COS to ensure that all personnel, equipment, and materials used in carrying out its responsibilities under this contract conform to Education Code and Title 5 mandated standards governing instructional programs including minimum qualifications for instructors.

d. TFD shall use the money received as compensation for services under this contract for educational and training related purposes as they relate to fire service training programs.
Section 3. PAYMENT FOR SERVICES

a. In consideration for the services provided herein, COS shall pay TFD $2.50 per student instructional hour that is eligible for state general apportionment.

b. For fiscal year 2007 - 2008 hours shall not exceed 30 Full Time Equivalent Students (FTES) mutually agreed prior to May 1, 2007. The same limits shall apply in each subsequent fiscal year unless otherwise agreed in writing by the parties.

c. Any subsequent year’s student instructional hour cap shall be determined at least sixty (60) days prior to the start of the next fiscal year.

d. TFD shall present COS with a valid invoice of all mutually agreed upon instructional hours presented under this contract and COS shall pay TFD the agreed contract price within 45 days. The college registration fees for each unit for the Fire Technology 390 course (A variable 1-4 Unit Class) and health fees for each semester will be deducted from the total amount of the said invoice. COS shall consider this payment for the registration fees and TFD shall consider the contracted price, minus the registration fees, as payment in full.

e. Instructional hours are defined as those hours that are reported on COS’s CCFS-320, California Community Colleges Apportionment Attendance Reports, and are subject to audit by COS’s independent auditor and the California Community Colleges Chancellor’s Office.

Section 4. INDEMNIFICATION

TFD shall hold harmless and indemnify and defend COS, its officers, agents, and employees from and against the payment of any and all costs, expenses (including costs and reasonable attorney’s fees), losses, damages, claims, suits, and liability for bodily and personal injury to or death of any person, and for loss of any property, including loss of use thereof, resulting from or arising out of any negligent or wrongful acts, errors, or omissions of TFD, its officers, agents, or employees in the performance of this Agreement.

Revised 4-24-07 by Larry Dutto, Dean of Academic Services
COS shall hold harmless and indemnify and defend TFD, its officers, agents, and employees from and against the payment of any and all costs, expenses (including costs and reasonable attorney’s fees), losses, damages, claims, suits, and liability for bodily and personal injury to or death of any person, and for loss of any property, including loss of use thereof, resulting from or arising out of any negligent or wrongful acts, errors, or omissions of COS, its officers, agents, or employees in the performance of this Agreement.

Section 5. MISCELLANEOUS

a. If any of the provisions of this Agreement are found to be, or become contrary to State law or regulations or court decisions, COS and TFD agree that the Agreement shall be renegotiated as it relates to said provision but the remainder of the Agreement shall remain in full force and effect.

b. The term of this Agreement shall be for a period of time commencing on May 1, 2007, and ending on April 30, 2008. This Agreement shall automatically be extended for an unlimited number of one (1) year extensions upon the same terms and conditions herein set forth, unless written notice of non-renewal is given by either of the parties not later than thirty (30) days prior to the end of the term in which classes are currently in session. Neither party shall incur any additional liability to the other by reason of such termination.

c. Either party hereto maintains the right to cancel services prior to the beginning of each course at no cost to either party to this Agreement.

d. TFD and COS will not discriminate in the selection of any student to receive instruction pursuant to this Agreement because of race, creed, color, national origin, sex, disability (physical or mental), religion, age or any other characteristic prohibited by law.

e. The parties agree that no action, at law or equity, including an action for declaratory relief, shall be brought unless the underlying claim and/or cause of action has been submitted to non-binding arbitration before a mutually acceptable arbitrator appointed by the Judicial Arbitration and Mediation Service.

f. This Agreement supersedes any and all other agreements, oral or written between the parties hereto with respect to the use of the aforesaid facilities or services and contains all covenants and agreements between the parties with respect hereto. Each party to this Agreement acknowledges that no representations, inducements, promises or agreements, oral or otherwise, have been made by any party, or by anyone acting on behalf of any party, which is not embodied herein, and that no other agreement, statement, or promise not contained herein shall be valid or binding. Any modification to this Agreement shall be effective only if it is in writing and signed by the party to be charged, in the form of any amendment to this Agreement.

Revised 4-24-07 by Larry Duto, Dean of Academic Services
g. Notice or correspondence required by this Agreement shall be delivered personally or by United States mail as follows:

To COS: William Trowbridge  
Fire Technology Coordinator  
915 S. Mooney Blvd.  
Visalia, CA 93277

To COS: Mr. Larry Dutto  
Dean of Academic Services  
915 S. Mooney Blvd.  
Visalia, CA 93277

h. The specific courses covered under this Agreement are incorporated herein by this reference. The parties may offer additional courses pursuant to this Agreement, on the same terms and conditions as this agreement. For each additional course of instruction, written agreement to offer the course is required by the Chief, TFD, and the President, COS. The course particulars must be set forth in writing as with all courses, and will become attachments to this Agreement.

IN WITNESS WHEREOF, THE PARTIES HERETO HAVE EXECUTED THIS Agreement on the 24th day of April, 2007, and to be effective May 1, 2007.

COLLEGE OF THE SEQUOIAS  
City of Tulare

By: ___________________________  
William T. Scroggins, Ph.D.

Approved as to Form:  
By: ___________________________

Date: ________________________

Revised 4-24-07 by Larry Dutto, Dean of Academic Services
CONSENT CALENDAR

PROFESSIONAL SERVICES AGREEMENT
— INDEPENDENT LIVING PROGRAM, TULARE COUNTY
AGREEMENT NUMBER 3451

Status: Action Scheduled

Presented by: Rod Frese, Ph.D.
Vice President, Administrative Services

Issue

This agreement is by and between the College of the Sequoias and the County of Tulare Health and Human Services Agency and will provide funding for COS to provide additional services to foster youth from Tulare County.

Analysis

All work under the Agreement shall be done in accordance with applicable federal, state and local laws, statutes, ordinances, rules and regulations, and using the best practices of the profession/trade(s) and shall be completed to the satisfaction of the Tulare County Health and Human Services Agency Director or designee. The Tulare Health and Human Services Agency shall pay College of the Sequoias no more than a maximum of $10,800.00 for all services rendered under this agreement. This Agreement will terminate June 30, 2008.

Recommended Action

It is recommended that the Board of Trustees approve the Agreement from July 1, 2007 to June 30, 2008, as per attached, to provide training for Independent Living students by and between the District and the County of Tulare Health and Human Services Agency.
THIS AGREEMENT is entered into on this _____ day of __________, 2007, between the COUNTY OF TULARE, Health and Human Services Agency, referred to as COUNTY, and COLLEGE OF THE SEQUOIAS, referred to as CONTRACTOR, with reference to training services.

ACCORDINGLY, IT IS AGREED:

1. TERM: This Agreement shall become effective as of July 1, 2007, and shall expire on June 30, 2008, unless otherwise terminated as provided in this Agreement.

2. SERVICES: CONTRACTOR agrees to provide training services for Independent Living Program eligible youth as requested by the COUNTY.

3. PAYMENT FOR SERVICES: It is mutually agreed that the COUNTY shall pay CONTRACTOR no more than a maximum of TEN THOUSAND EIGHT HUNDRED AND 00/100 DOLLARS ($10,800.00) for all services rendered under this agreement at the rate of $180.00 per hour, to be billed to COUNTY on a monthly basis, by the tenth of the month, for training hours provided in previous month, as per Exhibit A attached. Expenses for other services or materials not herein listed are neither authorized nor reimbursable. CONTRACTOR shall submit for COUNTY approval a detailed invoice describing the work performed. All payments under this Agreement shall be made in accordance with the COUNTY'S normal payment cycle.

4. COMPLIANCE WITH LAW: CONTRACTOR shall provide services in accordance with applicable Federal, State, and local laws, regulations and directives. With respect to CONTRACTOR’S employees, CONTRACTOR shall comply with all laws and regulations pertaining to wages and hours, state and federal income tax, unemployment insurance, Social Security, disability insurance, workers' compensation insurance, and discrimination in employment; also to include HIPAA Requirements in Exhibit B attached.

5. RECORDS AND AUDIT: CONTRACTOR shall maintain complete and accurate records with respect to the services rendered and the costs incurred under this Agreement. In addition, CONTRACTOR shall maintain complete and accurate records with respect to any payments to employees or subcontractors. All such records shall be prepared in accordance with generally accepted accounting procedures, shall be clearly identified and shall be kept readily accessible. Upon request, CONTRACTOR shall make such records available within Tulare County to the Auditor of Tulare County and to his agents and representatives, for the purpose of auditing and/or copying such records for a period of five (5) years from the date of final payment under this Agreement.

6. INSURANCE: Prior to approval of this Agreement by COUNTY, CONTRACTOR shall file with the Purchasing Agent evidence of the required insurance as set forth in Exhibit C attached.

7. INDEPENDENT CONTRACTOR STATUS:
   a. This Agreement is entered into by both parties with the express understanding that CONTRACTOR will perform all services required under this Agreement as an independent contractor. Nothing in this Agreement shall be construed to constitute the CONTRACTOR or any of its agents, employees or officers as an agent, employee or officer of COUNTY.
b. CONTRACTOR agrees to advise everyone it assigns or hires to perform any duty under this Agreement that they are not employees of COUNTY. Subject to any performance criteria contained in this Agreement, CONTRACTOR shall be solely responsible for determining the means and methods of performing the specified services and COUNTY shall have no right to control or exercise any supervision over CONTRACTOR as to how the services will be performed. As CONTRACTOR is not COUNTY’S employee, CONTRACTOR is responsible for paying all required state and federal taxes. In particular, COUNTY will not:

i. Withhold FICA (Social Security) from CONTRACTOR’S payments.

ii. Make state or federal unemployment insurance contributions on CONTRACTOR’S behalf.

iii. Withhold state or federal income tax from payments to CONTRACTOR.

iv. Make disability insurance contributions on behalf of CONTRACTOR.

v. Obtain unemployment compensation insurance on behalf of CONTRACTOR.

c. Notwithstanding this independent contractor relationship, COUNTY shall have the right to monitor and evaluate the performance of CONTRACTOR to assure compliance with this Agreement.

8. INDEMNIFICATION: CONTRACTOR shall hold harmless, defend and indemnify COUNTY, its agents, officers and employees from and against any liability, claims, actions, costs, damages or losses of any kind, including death or injury to any person and/or damage to property, including COUNTY property, arising from, or in connection with, the performance by CONTRACTOR or its agents, officers and employees under this Agreement. This indemnification specifically includes any claims that may be made against COUNTY by any taxing authority asserting that an employer-employee relationship exists by reason of this Agreement, and any claims made against COUNTY alleging civil rights violations by CONTRACTOR under Government Code Sections 12920 et seq. (California Fair Employment and Housing Act), and any fines or penalties imposed on COUNTY for CONTRACTOR’S failure to provide form DE-542, when applicable. This indemnification obligation shall continue beyond the term of this Agreement as to any acts or omissions occurring under this Agreement or any extension of this Agreement.

9. CONFLICT OF INTEREST:

a. CONTRACTOR agrees at all times in performance of this Agreement to comply with the law of the State of California regarding conflicts of interests or appearance of conflicts of interests, including, but not limited to Government Code Section 1090 et seq., and the Political Reform Act, Government Code Section 81000 et seq. and regulations promulgated pursuant thereto by the California Fair Political Practices Commission. The statutes, regulations and laws previously referenced include, but are not limited to, prohibitions against any public officer or employee, including CONTRACTOR for this purpose, from the making of any decision on behalf of COUNTY in which such officer, employee or consultant has a direct or indirect financial interest. A violation can occur if the public officer, employee or consultant participates in or influences any COUNTY decision which has the potential to confer any pecuniary benefit on CONTRACTOR or any business firm in which CONTRACTOR has an interest, with certain narrow exceptions.

b. CONTRACTOR agrees that if any facts come to its attention which raise any questions as to the applicability of conflicts of interests laws, it will immediately inform the COUNTY designated representative and provide all information needed for resolution of this question.
10. **TERMINATION:**

a. The right to terminate this Agreement under this provision may be exercised without prejudice to any other right or remedy to which the terminating party may be entitled at law or under this Agreement.

i. **Without Cause:** COUNTY will have the right to terminate this Agreement without cause by giving thirty (30) days prior written notice of intention to terminate pursuant to this provision, specifying the date of termination. COUNTY will pay to the CONTRACTOR the compensation earned for work performed and not previously paid for to the date of termination. COUNTY will not pay lost anticipated profits or other economic loss. The payment of such compensation is subject to the restrictions on payment of compensation otherwise provided in this Agreement, and is conditioned upon receipt from CONTRACTOR of any and all plans, specifications and estimates, and other documents prepared by CONTRACTOR in accordance with this Agreement. No sanctions will be imposed.

ii. **With Cause:** This Agreement may be terminated by either party should the other party:

(a) be adjudged a bankrupt, or  
(b) become insolvent or have a receiver appointed, or  
(c) make a general assignment for the benefit of creditors, or  
(d) suffer any judgment which remains unsatisfied for 30 days, and which would substantively impair the ability of the judgment debtor to perform under this Agreement, or  
(e) materially breach this Agreement.

For any of the occurrences except item (e), termination may be effected upon written notice by the terminating party specifying the date of the termination. Upon a material breach, the Agreement may be terminated following the failure of the defaulting party to remedy the breach to the satisfaction of the non-defaulting party within FIVE (5) days of written notice specifying the breach. If the breach is not remedied within that FIVE (5) day period, the non-defaulting party may terminate the agreement on further written notice specifying the date of termination. If the nature of the breach is such that it cannot cured with a 5 day period, the defaulting party may, submit a written proposal within that period which sets forth a specific means to resolve the default. If the non-defaulting party consents to that proposal in writing, which consent shall not be unreasonably withheld, the defaulting party shall immediately embark on its plan to cure. If the default is not cured within the time agreed, the non-defaulting party may terminate upon written notice specifying the date of termination. COUNTY will pay to the CONTRACTOR the compensation earned for work performed and not previously paid for to the date of termination. COUNTY will not pay lost anticipated profits or other economic loss, nor will the COUNTY pay compensation or make reimbursement to cure a breach arising out of or resulting from such termination. If the expense of finishing the CONTRACTOR's scope of work exceeds the unpaid balance of the agreement, the CONTRACTOR must pay the difference to the COUNTY. The payment of such compensation is subject to the restrictions on payment of compensation otherwise provided in this Agreement, and is conditioned upon receipt from CONTRACTOR of any and all plans, specifications and estimates, and other documents prepared by CONTRACTOR by the date of termination in accordance with this Agreement. Sanctions taken will be possible rejection of future proposals based on specific causes of non-performance.

b. **Effects of Termination:** Expiration or termination of this Agreement shall not terminate any obligations to indemnify, to maintain and make available any records pertaining to the Agreement, to cooperate with any audit, to be subject to offset, or to make any reports of pre-termination contract activities. Where CONTRACTOR’s services have been terminated by the
COUNTY, said termination will not affect any rights of the COUNTY to recover damages against the CONTRACTOR.

c. Suspension of Performance: Independent of any right to terminate this Agreement, the authorized representative of COUNTY for which CONTRACTOR's services are to be performed, may immediately suspend performance by CONTRACTOR, in whole or in part, in response to health, safety or financial emergency, or a failure or refusal by CONTRACTOR to comply with the provisions of this Agreement, until such time as the cause for suspension is resolved, or a notice of termination becomes effective.

11. ENTIRE AGREEMENT REPRESENTED: This Agreement represents the entire agreement between CONTRACTOR and COUNTY as to its subject matter and no prior oral or written understanding shall be of any force or effect. No part of this Agreement may be modified without the written consent of both parties.

12. HEADINGS: Section headings are provided for organizational purposes only and do not in any manner affect the scope, meaning or intent of the provisions under the headings.

13. NOTICES:
   a. Except as may be otherwise required by law, any notice to be given shall be written and shall be either personally delivered, sent by facsimile transmission or sent by first class mail, postage prepaid and addressed as follows:

   COUNTY:

   County of Tulare
   Purchasing Department
   221 So. Mooney Blvd., Room 3
   Visalia, CA 93291-4593

   Phone No.: (559) 733-6286
   Fax No.: (559) 733-6759

   CONTRACTOR:

   College of the Sequoias
   915 S. Mooney Blvd.
   Visalia, CA 93277

   Phone No.: (559) 737-4842
   Fax No.: (559) 730-3894

   b. Notice personally delivered is effective when delivered. Notice sent by facsimile transmission is deemed to be received upon successful transmission. Notice sent by first class mail shall be deemed received on the fifth day after the date of mailing. Either party may change the above address by giving written notice pursuant to this paragraph.

14. CONSTRUCTION: This Agreement reflects the contributions of both parties and accordingly the provisions of Civil Code Section 1654 shall not apply to address and interpret any uncertainty.
15. **NO THIRD PARTY BENEFICIARIES INTENDED:** Unless specifically set forth, the parties to this Agreement do not intend to provide any other party with any benefit or enforceable legal or equitable right or remedy.

16. **GOVERNING LAW:** This Agreement shall be interpreted and governed under the laws of the State of California without reference to California conflicts of law principles. The parties agree that this contract is made in and shall be performed in Tulare County California. CONTRACTOR waives the removal provisions of California Code of Civil Procedure Section 394.

17. **WAIVERs:** The failure of either party to insist on strict compliance with any provision of this Agreement shall not be considered a waiver of any right to do so, whether for that breach or any subsequent breach. The acceptance by either party of either performance or payment shall not be considered to be a waiver of any preceding breach of the Agreement by the other party.

18. **EXHIBITS AND RECITALS:** The Recitals and the Exhibits to this Agreement are fully incorporated into and are integral parts of this Agreement.

19. **CONFlict WITH LAWS OR REGULATIONS/SEVERABILITY:** This Agreement is subject to all applicable laws and regulations. If any provision of this Agreement is found by any court or other legal authority, or is agreed by the parties, to be in conflict with any code or regulation governing its subject, the conflicting provision shall be considered null and void. If the effect of nullifying any conflicting provision is such that a material benefit of the Agreement to either party is lost, the Agreement may be terminated at the option of the affected party. In all other cases the remainder of the Agreement shall continue in full force and effect.

20. **FURTHER ASSURANCES:** Each party will execute any additional documents and perform any further acts which may be reasonably required to effect the purposes of this Agreement.

21. **ASSURANCES OF NON-DISCRIMINATION:** CONTRACTOR shall not discriminate in employment or in the provision of services on the basis of any characteristic or condition upon which discrimination is prohibited by state or federal law or regulation.

22. **ASSIGNMENT/SUBCONTRACTING:** Unless otherwise provided in this Agreement, COUNTY is relying on the personal skill, expertise, training and experience of CONTRACTOR and CONTRACTOR'S employees and no part of this Agreement may be assigned or subcontracted by CONTRACTOR without the prior written consent of COUNTY.

23. **DISPUTE RESOLUTION:** If a dispute arises out of or relating to this Agreement, or the breach thereof, and if said dispute cannot be settled through negotiation, the parties agree first to try in good faith to settle the dispute by non-binding mediation before resorting to litigation or some other dispute resolution procedure, unless the parties mutually agree otherwise. The mediator shall be mutually selected by the parties, but in case of disagreement, the mediator shall be selected by lot from among two nominations provided by each party. All costs and fees required by the mediator shall be split equally by the parties, otherwise each party shall bear its own costs of mediation. If mediation fails to resolve the dispute within 30 days, either party may pursue litigation to resolve the dispute.

24. **SOFTWARE WARRANTY:** CONTRACTOR warrants that any software furnished hereunder, or any software used by it to perform the services to be provided under this Agreement, will continue processing accurately for the term of this Agreement and any extension thereof and that the use of said software will not cause incorrect scheduling or reporting or other improper operations or results.
25. **UNEMPLOYMENT INSURANCE COMPLIANCE:** CONTRACTOR acknowledges that this Agreement is subject to filing obligations pursuant to Unemployment Insurance Code Section 1088.8. Accordingly, COUNTY has an obligation to file a report with the Employment Development Department, which report will include the CONTRACTOR’S full name, social security number, address, the date this contract was executed, the total amount of the contract, the contract’s expiration date or whether it is ongoing. CONTRACTOR agrees to cooperate with COUNTY to make such information available and to complete DE Form 542. Failure to provide the required information may, at COUNTY’S option, prevent approval of this Agreement, or be grounds for termination by COUNTY.

THE PARTIES, having read and considered the above provisions, indicate their agreement by their authorized signatures below.

**“COUNTY”**
COUNTY OF TULARE

Date:__________________________

By__________________________
Purchasing Agent

**“CONTRACTOR”**
COLLEGE OF THE SEQUOIAS

Date:__________________________

By__________________________
Title__________________________

Date:__________________________

By__________________________
Title__________________________
EXHIBIT A

College of the Sequoias
915 South Mooney Blvd
Visalia, CA 93277
(559) 737-4842

Proposed Service Agreement

FY 2007/2008

Services to be Provided: Conduct Workshop classes for ILP eligible youth
Budget Account: Independent Living Program - 6077
Contractor: Linda Paredez
Contract Amount: 10,800
Payment Rate: Rate of $180 per hour to be billed to the County on a monthly basis. Billing is due by the 10th of the month for training hours provided in the previous month. Training dates will be coordinated with the County’s Independent Living Program and the instructors will be assigned upon execution of the Professional Service Agreement.
EXHIBIT  B  

HIPAA REQUIREMENT

The Health Insurance Portability and Accountability Act of 1996 (HIPAA)

A. Definitions: Terms used, but not otherwise defined, in this Agreement shall have the same meaning as those terms in the Privacy Rule.
   1. Business Associate. “Business Associate” shall mean CONTRACTOR.
   2. Covered Entity. “Covered Entity” shall mean COUNTY.
   3. Individual. “Individual” shall have the same meaning as the term “individual” in 45 CFR 164.501 and shall include a person who qualifies as a personal representative in accordance with 45 CFR 164.502(g).
   4. Privacy Rule. “Privacy Rule” shall mean the Standards for Privacy of Individually Identifiable Health Information at 45 CFR part 160 and part 164, subparts A and E.
   5. Protected Health Information. “Protected Health Information” shall have the same meaning as the term “protected health information” in 45 CFR 164.501, limited to the information created or received by Business Associate from or on behalf of Covered Entity.
   6. Required By Law. “Required By Law” shall have the same meaning as the term “required by law” in 45 CFR 164.501.
   7. Secretary. “Secretary” shall mean the Secretary of the Department of Health and Human Services or his designee.

B. Obligations and Activities of CONTRACTOR
   1. CONTRACTOR agrees to not use or disclose Protected Health Information other than as permitted or required by the Agreement or as Required By Law.
   2. CONTRACTOR agrees to use appropriate safeguards to prevent use or disclosure of the Protected Health Information other than as provided for by this Agreement.
   3. CONTRACTOR agrees to mitigate, to the extent practicable, any harmful effect that is known to CONTRACTOR of a use or disclosure of Protected Health Information by CONTRACTOR in violation of the requirements of this Agreement.
   4. CONTRACTOR agrees to report to COUNTY any use or disclosure of the Protected Health Information not provided for by this Agreement of which it becomes aware.
   5. CONTRACTOR agrees to ensure that any agent, including a subcontractor, to whom it provides Protected Health Information received from, or created or received by CONTRACTOR on behalf of COUNTY agrees to the same restrictions and conditions that apply through this Agreement to CONTRACTOR with respect to such information. CONTRACTOR agrees to provide access, at the request of COUNTY, and in the time and manner requested by COUNTY, to Protected Health Information in a Designated Record Set, to COUNTY or, as directed by COUNTY, to an Individual in order to meet the requirements under 45 CFR 164.524.
6. CONTRACTOR agrees to make any amendment(s) to Protected Health Information in a Designated Record Set that the COUNTY directs or agrees to pursuant to 45 CFR 164.526 at the request of COUNTY or an Individual, and in the time and manner requested by COUNTY.

7. CONTRACTOR agrees to make internal practices, books, and records, including policies and procedures and Protected Health Information, relating to the use and disclosure of Protected Health Information received from, or created or received by CONTRACTOR on behalf of, COUNTY to the COUNTY, in a time and manner requested by COUNTY for purposes of determining CONTRACTOR’s and/or COUNTY’s compliance with the Privacy Rule.

8. CONTRACTOR agrees to document such disclosures of Protected Health Information and information related to such disclosures as would be required for COUNTY to respond to a request by an Individual for an accounting of disclosures of Protected Health Information in accordance with 45 CFR 164.528.

9. CONTRACTOR shall provide to COUNTY or an individual, in time and manner designated by COUNTY, information collected in accordance with Title 45, CFR, Section 164.528, to permit the Department to respond to a request by the individual for an accounting of disclosures of Protected Health Information in accordance with Title 45, CFR, Section 164.528.

C. General Use and Disclosure Provisions: Except as otherwise limited in this Agreement, CONTRACTOR may use or disclose Protected Health Information on behalf of, or to provide services to, COUNTY, if such use or disclosure of Protected Health Information would not violate the Privacy Rule if done by COUNTY or the minimum necessary policies and procedures of the COUNTY.

D. Specific Use and Disclosure

1. Except as otherwise limited in this Agreement, CONTRACTOR may use Protected Health Information for the proper management and administration of the CONTRACTOR or to carry out the legal responsibilities of the CONTRACTOR.

2. Except as otherwise limited in this Agreement, CONTRACTOR may disclose Protected Health Information for the proper management and administration of the CONTRACTOR, provided that disclosures are Required By Law, or CONTRACTOR obtains reasonable assurances from the person to whom the information is disclosed that it will remain confidential and used or further disclosed only as Required By Law or for the purpose for which it was disclosed to the person, and the person notifies the CONTRACTOR of any instances of which it is aware in which the confidentiality of the information has been breached.

3. Except as otherwise limited in this Agreement, CONTRACTOR may use Protected Health Information to provide Data Aggregation services to COUNTY as permitted by 42 CFR 164.504(e)(2)(i)(B).
4. CONTRACTOR may use Protected Health Information to report violations of law to appropriate Federal and State authorities consistent with § 164.502(j)(1)

E. Obligations of COUNTY
1. COUNTY shall notify CONTRACTOR of any limitation(s) in its notice of privacy practices of COUNTY in accordance with 45 CFR 164.520, to the extent that such limitation may affect CONTRACTOR’s use or disclosure of Protected Health Information.
2. COUNTY shall notify CONTRACTOR of any changes in, or revocation of, permission by Individual to use or disclose Protected Health Information, to the extent that such changes may affect CONTRACTOR’s use or disclosure of Protected Health Information.
3. COUNTY shall notify CONTRACTOR of any restrictions to the use or disclosure of Protected Health Information that COUNTY has agreed to in accordance with 45 CFR 164.522, to the extent that such restriction may affect CONTRACTOR’s use or disclosure of Protected Health Information.

F. Permissible Requests by COUNTY: Except as otherwise provided herein, COUNTY shall not request CONTRACTOR to use or disclose Protected Health Information in any manner that would not be permissible under the Privacy Rule if done by COUNTY.

G. Miscellaneous
1. Regulatory References. A reference in this Agreement to a section in the Privacy Rule means the section as in effect or as amended.
2. Amendment. The Parties agree to take such action as is necessary to amend this Agreement from time to time as is necessary for COUNTY to comply with the requirements of the Privacy Rule and the Health Insurance Portability and Accountability Act of 1996, Pub L. No. 104-191.
3. Survival. The respective rights and obligations of CONTRACTOR under this Exhibit shall survive the termination of this Agreement.
4. Interpretation. Any ambiguity in this Agreement shall be resolved to permit COUNTY to comply with the Privacy Rule.
EXHIBIT C

INSURANCE REQUIREMENTS

CONTRACTOR/CONSULTANT shall provide and maintain insurance for the duration of this Agreement against claims for injuries to persons and damage to property which may arise from, or in connection with, performance under the Agreement by CONTRACTOR/CONSULTANT, his agents, representatives, employees or subcontractors, if applicable.

A. Minimum Scope & Limits of Insurance

1. Coverage at least as broad as Commercial General Liability Insurance of $1,000,000 combined single limit per occurrence.
   a. Names the COUNTY, its officers, agents, employees and volunteers, individually and collectively, as additional insureds.
   b. States that such insurance for additional insureds shall apply as Primary insurance and any other insurance maintained by COUNTY shall be excess.
   c. Provides that coverage shall not be suspended, voided, canceled, reduced in coverage, or otherwise materially changed except after thirty (30) days prior written notice has been given to the COUNTY.

2. Comprehensive Automobile Liability Insurance (if applicable) of $1,000,000 per occurrence, combined single limit.

3. Workers’ Compensation and Employer’s Liability Insurance as required by law.

B. Deductibles & Self-Insured Retentions

Any deductible or self-insured retentions that exceed $50,000 must be approved by the Tulare County Risk Manager.

C. Acceptability of Insurance

Insurance must be placed with insurers with a current rating given by A.M. Best and Company of no less than B:VI from a company admitted to do business in California.

D. Verification of Coverage

Prior to approval of this Agreement by COUNTY, the CONTRACTOR/CONSULTANT shall file with the COUNTY certificates of insurance with original endorsements effective coverage in a form acceptable to the COUNTY. COUNTY reserves the right to require certified copies of all required insurance policies at any time.
CONSENT CALENDAR

AMENDED AND RESTATED JOINT USE AND MANAGEMENT AGREEMENT BETWEEN COLLEGE OF THE SEQUOIAS AND POTTER FARMS

Status: Action Scheduled
Presented by: Rod Frese, Ph.D.
Vice President, Administrative Services

Issue

The existing lease agreement between Sequoia Valley Products and College of the Sequoias has been terminated. A new lease agreement is being entered into with the new tenant, Potter Farms, effective May 1, 2007, and shall expire on June 20, 2012, unless otherwise terminated as provided in the agreement.

For the use of the California Dairy Products Training Institute (CDPTI), Potter Farms shall initially pay COS a four month fee of $6,800. The fee will be due on September 1, 2007. Thereafter, on the first day of each quarter, Potter Farms shall pay COS $5,100.00, which will be set aside to build the new plant on the Tulare Campus. In addition, Potter Farms will pay to COS an annual rent increase as specified in the agreement.

Background

There is an existing facility agreement by College of the Sequoias for the purpose of leasing the yogurt plant for the process and manufacture of organic dairy products. The expectation of the agreement is to provide student instruction and hands-on training for students, which is a critical component.

Recommended Action

It is recommended that the Board of Trustees approve the Amended and Restated Joint Use and Management Agreement by and between College of the Sequoias and Potter Farms effective May 1, 2007.
AMENDED AND RESTATED
JOINT USE AND MANAGEMENT AGREEMENT
by and between
COLLEGE OF THE SEQUOIAS
and
Potter Farms

THIS AMENDED AND RESTATED JOINT USE AND MANAGEMENT
AGREEMENT (the "Agreement") is entered into as of 1 May, 2007, between the
COLLEGE OF THE SEQUOIAS ("COS") a California not-for-profit corporation, and
Potter Family Farms LLC ("PF or Potter Farms"), with reference to the following facts:

RECITALS
A. COS and Potter Farms desire to enter into a joint use and management
agreement as of May 1, 2007.

B. COS owns certain real property located at 2245 South Linwood, Visalia,
California (the "COS Farm") at which there is a structure in which COS and
Potter Farms desire to have created a dairy facility to produce dairy
products. COS desires to use the dairy facility as an educational facility for
its students, and Potter Farms desires to use the dairy facility to produce
dairy products for sale.

C. Potter Farms is to create, install, implement, and operate the dairy
production activities (the "Dairy Business") at the COS Farm in an area to
be called the "CDPTI or premises". COS is to permit Potter Farms to use
the CDPTI for the Dairy Business while jointly using the CDPTI to carry out
COS’s goal of providing education in dairy production to its students.

D. COS wishes to have Potter Farms operate and manage the Dairy Business
and the CDPTI. Potter Farms will be solely responsible for all costs
associated with the setup, maintenance and operation of the Dairy Business
at the CDPTI. Potter Farms will also be solely entitled to all revenues from
the sale of dairy products.

ACCORDINGLY, IT IS AGREED:

1. TERM: This Agreement will replace the Original Agreement and become effective as
of May 1, 2007, and shall expire on June 30, 2012, unless otherwise terminated as
provided in this Agreement. This agreement can also be extended for an additional five
year period. The renewal will be most likely at the current location or will moved to the
new Tulare Center Campus or other mutually agreed upon location.
2. **GROUNDS AND FACILITIES**: COS hereby permits Potter Farms use of the designated buildings, areas and equipment at the COS Farm for purposes of production and research of dairy products subject to the terms and conditions of this Agreement. In addition, no ammonia chilling can be used for this facility. COS will allow Potter Farms to add a cold storage. Additional sites may be designated by amendments to this Agreement and as agreed to mutually by the parties. COS will allow Potter Farms to build a cold storage facility northeast of the current yogurt plant. The building must comply with City of Visalia regulations and must have District approval prior to starting the building. Sloping of land to facilitate milk trucks will be permitted. Additional facilities may be used by Potter Farms if the facilities can be used without interrupting instructional programs and with the written approval of the Dean of the Agriculture Division.

3. **JOINT USE**: Upon setup and completion of installation of dairy processing equipment, Potter Farms may jointly use the CDPTI upon the terms and conditions provided herein. The time and manner of use of the property and CDPTI by Potter Farms shall be subject at all times to reasonable rules and regulations established from time-to-time by COS in order to provide that there will be no harm to the property or CDPTI and the resources thereon, and no interference with the conduct of COS’s own programs and the work of their offices, employees, agents, and volunteers. In addition, Potter Farms shall conduct its dairy production and research of dairy products in accordance with standard GMPs and in accordance with the California Department of Agriculture standards for the dairy industry.

4. **FEE FOR USE**: In consideration for its use of the CDPTI and other contributions by COS, Potter Farms shall initially pay COS a four month fee in the amount of six thousand eight hundred dollars ($6,800.00); the fee will be due on the September 1, 2007 (for four months, the remainder of the calendar year. Thereafter on the first day of each quarter, Potter farms shall pay $5,100. **In addition Potter Farms will be pay to COS an annual rent increase:**

- **2008**: $1200 extra
- **2009**: $2400 extra
- **2010**: $3600 extra
- **2011**: $3800 extra
- **2012**: $4000 extra

Due at the end of the year, which will be set aside with the $5,100 quarterly which will be set aside to build the new plant on the Tulare Campus. Potter Farms will match COS funds for building any new facilities as well.
5. **TITLE OF PROPERTY:** Title to the real property on the COS Farm (including the CDPTI) shall remain in the name of COS. This Agreement conveys no fee or leasehold interest in real property. Each of COS and Potter Farms will contribute certain personal property for joint use in the Dairy Business and in fulfilling COS’s educational and training program at the CDPTI. COS will retain ownership rights to the property on appendix A. The COS property may be modified as needed for production in or by the CDPTI facility. Potter Farms has the right to remove, sell, or dispose of any property they have purchased or provided during the use of this facility.

6. **LIENS:** Potter Farms shall not permit any liens to be filed against the COS Farm, the CDPTI or equipment or other assets associated with the CDPTI that are owned by COS. COS shall not permit any lien to be filed against equipment, property, or assets associated with the CDPTI that are owned by Potter Farms. Any liens must clear within sixty (60) days or the lease with Potter Farms is terminated.

7. **ROLE OF POTTER FARMS:** PF shall:
   a. Provide staffing, maintenance, custodial and administrative services for the Dairy Business as set forth in this Agreement.
   b. Provide liability insurance for the use of the CDPTI and operation of the Dairy Business as provided in Paragraph 10 of this Agreement. While COS has liability insurance, Potter Farm’s insurance will be primary.
   c. Provide all financing for the day-to-day operation and management of the CDPTI and the Dairy Business to include utilities, milk supplies, packaging and other costs associated with the operation.
   d. Manage the CDPTI and the Dairy Business on a day to day basis.
   e. Assist in offering instruction on dairy processing, making of cheese, yogurt, and other dairy products and processes. Access to COS and its students to conduct educational programs and for monitoring and inspection purposes as provided in Paragraph 14.
   f. Be allowed to hire COS students to work in the Dairy Business in the CDPTI. Potter Farms will be responsible for compensating said students and payment of any employer taxes and provision of workers compensation as a result of employing the students.
   g. Pay all applicable taxes as provided in Paragraph 9.
   h. Subject to Paragraph 11, be responsible for all maintenance and repairs of all equipment used in the CDPTI during the term of this Agreement and any extension thereof.
   i. Comply with all applicable laws regarding the discharge of waste water on COS property.
   j. Subject to Paragraph 11, maintain and repair, as necessary, the waste water handling system, the electrical service, and other systems related to the Dairy Business at the CDPTI, as provided in Paragraphs 15 and 17.

8. **ROLE OF COS:** COS shall:
   a. Have the right to monitor the operation and use of the CDPTI on a daily basis.
b. Have the right to conduct education and training of COS's students at the CDPTI after mutual agreement as to time.

9. TAXATION OF POSSESSORY INTEREST: Potter Farms expressly recognizes and understands that this Agreement may create a possessory interest in personal property at the CDPTI used in the Dairy Business that may be subject to property taxes. Potter Farms will timely pay corporate or personal property taxes that may be levied on such interests.

10. INSURANCE: Prior to approval of this Agreement, the parties shall deliver to the other evidence of the required insurance as set forth below:

a. LIABILITY INSURANCE:
   
   i. Prior to engaging in any activities pursuant to this Agreement, Potter Farms shall provide verification to the COS Vice President of Administrative Services that Potter Farms holds a policy of comprehensive general liability insurance in a combined single limit of not less than $1,000,000 on account of any one occurrence issued by a company duly licensed to transact business in the State of California, covering personal injuries, including death, and property damage that may arise as a result of, or arise out of, Potter Farms acts or omissions pursuant to this Agreement. A Certificate of Insurance must be provided yearly to the Vice President of Administrative Services at COS. In all cases and circumstances Potter Farms shall hold COS harmless in issues relating to products developed or produced at the CDPTI facility or sold by Potter Farms or any of its customers.

   ii. Potter Farms shall maintain said insurance during the entire term of this Agreement, at its sole cost and expense. Said insurance policy shall name COS, its officers, employees, agents, students, and volunteers as an additional insured. Said insurance policy shall further provide for at least thirty (30) days advanced written notice to COS prior to cancellation, material change or non-renewal.

b. EMPLOYEE INSURANCE: Potter Farms shall at all times during this Agreement maintain, at its sole cost and expense, all necessary insurance for its officers, employees and agents who will be working on the premises, including, but not limited to, workers' compensation insurance, and to provide COS with verification of such coverage which will be addressed to the attention of the Vice President of Administrative Services.

c. CASUALTY INSURANCE: COS shall at all times during the term of this Agreement, at its sole cost and expense, insure the COS-owned property at the CDPTI against casualty loss in an amount sufficient to completely rebuild the premises and replace COS property. COS will maintain the insurance during the entire term of this Agreement and will name Potter Farms and its members, employees, agents, and consultants as additional insured. The insurance policy or policies will provide that Potter Farms be provided at least thirty (30) days advance written notice prior to cancellation, material change,
or non-renewal. The District will not provide for losses due to lack of business operations.

11. DESTRUCTION AND CONDEMNATION:

a. Total or Partial Destruction: If the CDPTI becomes wholly destroyed by fire or other casualty, COS may elect not to rebuild the same and may terminate this Agreement by delivering written notice of such election to Potter Farms within ninety (90) days of the occurrence of such destruction. If the CDPTI shall be partly destroyed or damaged by fire or other casualty, at the option of Potter Farms and if commercially reasonable, COS shall repair the partly damaged or destroyed CDPTI. Potter Farms will not be required to pay the monthly fee prescribed in Paragraph 4 for use of the CDPTI until Potter Farms may regain use of the premises. All reasonable attempts will be made to return the facility to its intended use will be made.

b. Termination After Total Destruction: In the event the CDPTI is wholly destroyed by fire, earthquake, or another act of Mother nature so that it becomes impractical to produce dairy products for human consumption there, this Agreement, at the option of Potter Farms, shall terminate in the event COS cannot (in a practical and commercially reasonable manner) replace or repair damaged or destroyed improvements within two hundred seventy (270) days.

c. Condemnation: If, during the term of this Agreement, a governmental authority exercises its right to condemn (i) all or part of the CDPTI, other improvements, or land of which the premises are a part, or (ii) any interest in the property, the rights or obligations of the parties shall be determined as follows:

i. If the premises are totally taken by condemnation, Potter Farm’s right of occupancy of the premises under this Agreement shall terminate on the date of the actual taking, but the parties will retain their rights and obligations as to each other, except those in the operation of the Dairy Business, as the parties wind up and terminate this Agreement.

ii. If less than all of the premises are taken by condemnation, this Agreement shall remain in effect, except Potter Farms may elect to terminate this Agreement by giving notice of same within ten (10) days of the taking.

iii. If less than all of the premises is taken by condemnation and this Agreement remains in effect, the monthly fee in Paragraph 4 shall be reduced by an amount that is in the same ratio to the monthly fee as the value of the area of the portion of the premises taken bears to the total value of the premises immediately before the taking.

12. ASSIGNMENTS: Potter Farms shall not assign or encumber any interest in the CDPTI or other COS property. Potter Farms may not assign its duties under this Agreement except to an affiliate and then only after prior written consent by COS, which consent will not be unreasonably withheld.
13. SIGNS: Potter Farms may not install, or permit any other person to install any sign, awning, canopy, marquee or other advertising on any exterior wall, door, or window on the premises without prior written consent of the President or Vice President of Administrative Services, which consent shall not be unreasonably withheld.

14. MONITORING: COS may monitor the operation of the Dairy Business and use of the CDPTI on a daily basis. COS and its authorized representatives shall have the right to enter the CDPTI at all reasonable times and after reasonable notice to Potter Farms for the following reasons:

a. To determine if the CDPTI is being maintained in good condition.
b. To determine if Potter Farms is complying with its obligations under this Agreement.
c. To perform its restoration or repair obligations under Paragraph 11.
d. To serve, post, or keep posted any notices required or permitted under this Agreement.
e. Provided COS has elected to sell or lease the premises to a third party, to show the premises to prospective brokers, agents, buyers, and prospective buyers or lessees at scheduled times and after 180 days before the end of the term (or extended term) of this Agreement or immediately after either party has given notice of intent to terminate the Agreement.

15. WASTE WATER: The CDPTI facility does not have an adequate waste water disposal system. Potter Farms will be responsible for all costs associated with the installation, maintenance and repair of attaching the CDPTI facility to the City of Visalia Waste Water System. Potter Farms will also be responsible for any additional charges associated with the ongoing cost of disposal of waste water into the City of Visalia waste water system. Potter Farms shall comply with all federal, state and local statutes, laws, ordinances, and regulations applicable to the delivery of waste water to the COS property. During the term or extended term of this Agreement, Potter Farms will be responsible for the maintenance and repair electrical supplies and the waste water handling systems for the CDPTI. In the event the current system cannot handle the additional waste created by Potter Farm’s operation of the Dairy Business, Potter Farms will be responsible to procure and install, at its own cost, additional waste water handling systems necessary to handle the added waste. However, if the system inadequacy is caused by additional waste from COS activity, COS will be responsible to procure and install, at its own cost, sufficient additional waste water handling capacity to permit Potter Farms to continue full operation of its Dairy Business.

16. TOXIC WASTE: Potter Farms shall not cause any toxic wastes or hazardous substances to be stored on COS property. However, Potter Farms may use sanitary agents and cleaning agents that are normal and customary for dairy operations.

17. REPAIRS:
a. All maintenance and repairs to the CDPTI and equipment used in the Dairy Business shall be the obligation of Potter Farms during the term of this Agreement or any extension thereof. In the event of non-compliance by Potter Farms of these obligations, COS may provide Potter Farms thirty (30) days written notice of each failure to comply. If Potter Farms does not commence action to correct each such failure within thirty (30) days after the notice, COS is authorized to hire qualified personnel to complete the work. All reasonable charges incurred by COS in the maintenance and repair of the CDPTI or equipment will be paid by Potter Farms. COS will provide an itemized breakdown of any costs incurred under this Paragraph along with an invoice to Potter Farms. The total amount owing will be payable with the monthly fee prescribed in Paragraph 4 for the next month.

b. It is acknowledged that all equipment included in this Agreement is in good condition and repair. Potter Farms shall maintain and repair all milk processing equipment, and Potter Farms will replace as needed that milk processing equipment with equipment of comparable value if repair is impossible or commercially unreasonable. Additional equipment added to the facility such as cheese vats, packaging equipment, tanks, etc. will be done only with prior approval of COS. Any COS equipment removed from the CDPTI must be reinstalled or replaced with equipment of commercially reasonably equal specifications at the expense of Potter Farms.

18. UTILITIES: Potter Farms shall pay for all public utilities supplied to the CDPTI, including electricity and natural gas.

19. VACATE PROPERTY: For instructional purposes, Potter Farms shall not vacate the property during the term of this Agreement unless requested by COS due to the early termination of this agreement for cause.

20. COMPLIANCE WITH LAW: Potter Farms shall operate and manage CDPTI in accordance with applicable federal, state, and local laws, regulations and directives, including laws pertaining to employment.

21. RECORDS AND AUDITS: Potter Farms shall maintain complete and accurate financial and operational records. All such records shall be prepared in accordance with generally accepted accounting principles. Upon request, Potter Farms shall make such records available within Tulare County to the designated public and/or private auditor of COS and to his agents and representatives for the purpose of auditing and/or copying such records for a period of five (5) years from the date of final payment under this Agreement.

22. INDEPENDENT CONTRACTOR STATUS:

a. This Agreement is entered into by both parties with the express understanding that Potter Farms will perform all activities under this
Agreement as an independent contractor. Nothing in this Agreement shall be construed to constitute Potter Farms or any of its agents, employees or officers as an agent, employee or officer of COS.

b. Potter Farms agrees to advise everyone it assigns or hires to perform any duty under this Agreement that they are not employees of COS. Subject to any performance criteria contained in this Agreement, Potter Farms shall be solely responsible for determining the means and methods of performing the activities or services related to CDPTI, and COS shall have no right to control or exercise any supervision over Potter Farms or its employees as to how the activities or services will be performed. Potter Farms is solely responsible for paying all required state and federal taxes related to the operation of CDPTI Business. In particular, COS will not--

i. Withhold or pay FICA (Social Security) taxes from wages or payments to Potter Farm’s employees;

ii. Make state or federal unemployment insurance contributions on Potter Farms behalf;

iii. Withhold state or federal income tax from wages or payments to Potter Farm’s employees;

iv. Obtain policies or pay insurance premiums for or on account of Potter Farm’s employees or consultants; or

v. Obtain or pay premiums for unemployment insurance coverage on behalf of Potter Farms.

c. Notwithstanding this independent contractor relationship, upon request Potter Farms shall provide COS with reasonable assurance that Potter Farms is in compliance with its obligations under this Paragraph.

23. INDEMNIFICATION:

a. Potter Farms shall hold harmless, defend and indemnify COS, its agents, officers, and employees from and against any liability, claims, actions, costs, damages or losses of any kind, including death or injury to any person and/or damage to property, including COS property, arising from, or in connection with, the performance by Potter Farms or its agents, officers and employees under this Agreement. This indemnification specifically includes any claims that may be made against COS by any taxing authority asserting that an employer - employee relationship exists by reason of this Agreement, and any claims made against COS alleging civil rights violations by Potter Farms under Government code section 12920 et seq. (California Fair Employment and Housing Act). This indemnification obligation shall continue beyond the term of this Agreement as to any acts or omissions occurring under this Agreement.

b. COS shall hold harmless, defend and indemnify Potter Farms, its agents, officers, and employees from and against any liability, claims, actions, costs, damages or losses of any kind, including death or injury to any person and/or damage to property, including Potter Farms property, arising from, or in connection with, the performance by COS or its agents, officers, students, and employees under this Agreement. This indemnification specifically includes any claims that may be made against Potter Farms by any taxing authority asserting that an employer - employee relationship exists by reason of this Agreement, and any claims made
against Potter Farms alleging civil rights or other violations by COS under state or federal law. This indemnification obligation shall continue beyond the term of this Agreement as to any acts or omissions occurring under this Agreement.

24. CONFLICT OF INTEREST:

a. Potter Farms agrees at all times in performance of this Agreement to comply with the laws of the State of California regarding conflicts of interests or appearance of conflicts of interests, including, but not limited to Government Code section 1090 et seq. and the Political Reform Act, Government Code section 81000 et seq. and regulations promulgated pursuant thereto by the California Fair Political Practices Commission. The statutes, regulations and laws previously referenced include, but are not limited to, prohibitions against any public officer or employee, including Potter Farms or this purpose, from the making of any decision on behalf of COS in which such member, officer, employee or consultant has a direct or indirect financial interest. A violation can occur if the public member, officer, employee or consultant participates in or influences any COS decision which has the potential to confer any pecuniary benefit on Potter Farms or any business firm in which Potter Farms has an interest with certain narrow exceptions. Notwithstanding the foregoing, Potter Farms(and any of its members) may coordinate and negotiate with COS and any of its officers, employees, or consultants with respect to COS's joint use of the premises and equipment at the CDPTI to provide education and training for COS's students in dairy production and practices even if, as a result of the education and training, Potter Farms should benefit by production of dairy products for sale and profit to Potter Farms. In addition, COS may employ or retain as a consultant a member of Potter Farms to assist in furthering COS's educational and training goals without violating the prohibition on conflicts of interest.

b. Potter Farms agrees that if any facts come to its attention that raise any questions as to the applicability of conflicts of interests laws, it will immediately inform the COS designated representative and provide all information needed for resolution of this question.

25. TERMINATION:

a. Termination With Cause. The right to terminate this Agreement with cause may be exercised without prejudice to any other right or remedy to which the terminating party may be entitled at law or under this Agreement.

   i This Agreement may be terminated by either party for cause should the other party:

      (a) Be adjudged a bankrupt, or

      (b) Become insolvent or have a receiver appointed; or

      (c) Make a general assignment for the benefit of creditors, or
(d) Suffer any judgment which remains unsatisfied for 30 days, and which would substantively impair, the ability of the judgment debtor to perform under this Agreement, or

(e) Materially breach this Agreement.

(f) Failure to provide a safe environment for COS students.

(g) Failure to accomplish educational objectives and provide the access for the training of COS for its students in dairy production.

ii. For any of the occurrences except item (e), termination may be effected upon written notice by the terminating party specifying the full nature and extent of the breach and the date of the termination.

iii. Upon a material breach, the Agreement may be terminated following the failure of the defaulting party to remedy the breach to the satisfaction of the non-defaulting party within thirty (30) days of written notice specifying the breach. If the breach is not remedied within that thirty (30) day period, the non-defaulting party may terminate the Agreement on further written notice specifying the date of termination.

iv. If the nature of the breach is such that it cannot be cured within a thirty (30) day period, the defaulting party may submit a written proposal within that period which sets forth a specific means to resolve the default. If the non-defaulting party consents to that proposal in writing, which consent shall not be unreasonably withheld, the defaulting party shall promptly embark on its plan to cure. If the default is not cured within the time agreed, the non-defaulting party may terminate upon written notice specifying the date of termination.

b. Termination Without Cause. Because Potter Farms will have a very substantial cash investment in the CDPTI and development of the Dairy Business that Potter Farms will seek to recover, COS may terminate the Agreement without cause only after having given Potter Farms written notice of termination not less than 36 months before the new termination date. In addition, COS may not give such notice until after May 1, 2009. Potter Farms may terminate the Agreement without cause upon giving written notice of the termination to COS not fewer than twelve months before the new termination date and will work to keep the instructional program running for the courses that have been scheduled.

c. Effects of Termination: Expiration or termination of this Agreement shall not affect ownership of any real or personal property associated with the CDPTI or the Dairy Business, terminate any obligations to indemnify, to maintain and make available any records pertaining to the Agreement, to cooperate with any audit, to be subject to offset, or to make any reports of pre-termination contract activities.
26. CONFIDENTIALITY: COS acknowledges that Potter Farms may provide COS with valuable trade secret and other confidential information concerning Potter Farms production and manufacturing processes, its customers, and other aspects of Potter Farms business (the “Confidential Information”). COS agrees that, during the term of the Agreement and for an additional two years after its termination, COS will not use or disclose the Confidential Information directly, or indirectly through others, to third parties. The purpose of this restriction is to prevent third parties from either producing dairy products that will or may compete with those that may be produced by Potter Farms or to permit the third parties to encourage, induce, attempt to induce, solicit or attempt to solicit (on COS’s own behalf or on behalf of any other person or entity) any customers of Potter Farms to terminate, modify, or limit any business relationship with Potter Farms or that the customer should purchase from a source other than Potter Farms any dairy products supplied by Potter Farms to those customers. This provision is not meant to restrict COS from training and educating its students in production of dairy products, including techniques and procedures developed or used by Potter Farms, but COS is required to advise its students that they must respect and comply with Potter Farm’s desire that its Confidential Information not be disclosed to third parties not associated with the education program.

27. ENTIRE AGREEMENT REPRESENTED: This Agreement represents the entire agreement between Potter Farms and COS as to its subject matter and no prior oral or written understanding shall be of any force or effect. No part of this Agreement may be modified without the written consent of both parties. Amendment to this Agreement requires the written consent of the governing boards of both parties, but requests to amend may be initiated by either party. Determination by a court of adequate jurisdiction that determines any portion of this contract to be illegal or void, does not nullify the remaining provisions of the contract.

28. NOTICES:

a: Except as may be otherwise required by law, any notice to be given shall be written and shall be either personally delivered, sent by facsimile transmission or sent by first class mail, postage prepaid and addressed as follows:

POTTER FAMILY FARMS, LLC
Travis Potter
Managing Member
9801 Trailhead Ct
Wilton Ca 95693

Phone No: 916.687.3549
Fax No: 559 434-9235

COLLEGE OF THE SEQUOIAS:
Bill Scroggins Ph.D.
Superintendent / President
915 South Mooney Boulevard
Visalia, California 93277

Phone No.: 559 730-3745
Fax No: 559 730-3894

b. Notice personally delivered is effective when delivered. Notice sent by facsimile transmission is deemed to be received upon successful transmission. Notice sent by first class mail shall be deemed received on the fifth day after the date of mailing. Either party may change the above
address or phone or fax number by giving written notice pursuant to this paragraph.

29. CONSTRUCTION: This Agreement reflects the contributions of both parties, so the provisions of Civil Code Section 1654 shall not apply to address and interpret any uncertainty.

30. NO THIRD PARTY BENEFICIARIES INTENDED: Unless specifically set forth, the parties to this Agreement do not intend to provide any other party with any benefit or enforceable legal or equitable right or remedy.

31. GOVERNING LAW: This Agreement shall be interpreted and governed under the laws of the State of California without reference to California conflicts of law principles. The parties agree this Agreement is made and shall be performed in Tulare County, California. Potter Farms waives the removal provisions of California Code of Civil Procedure Section 394.

32. WAIVERS: The failure of either party to insist on strict compliance with any provision of this Agreement shall not be considered a waiver of any right to do so, whether for that breach or any subsequent breach. The acceptance by either party of either performance or payment shall not be considered to be a waiver of any preceding breach of the Agreement by the other party.

33. SCHEDULE AND RECITALS: The Recitals and the Schedule to this Agreement are fully incorporated into and are integral parts of this Agreement.

34. CONFLICT WITH LAWS OR REGULATIONS/SEVERABILITY: This Agreement is subject to all applicable laws and regulations. If any provision of this Agreement is found by any court or other legal authority, or is agreed by the parties, to be in conflict with any code or regulation governing its subject, the conflicting provision shall be considered null and void. If the effect of nullifying any conflicting provision is such that a material benefit of the Agreement to either party is lost, the Agreement may be terminated at the option of the affected party. In all other cases the remainder of the Agreement shall continue in full force and effect.

35. FURTHER ASSURANCES: Each party will execute any additional documents and perform any further acts as may be reasonably required to affect the purposes of this Agreement.

36. ASSURANCES OF NON-DISCRIMINATION: Each party expressly agrees that, with respect to the operation of CDPTI or the educational program at the premises, it will not discriminate in employment or in the provision of services on the basis of any characteristic or condition upon which discrimination is prohibited by state or federal law or regulation.

37. ASSIGNMENT: No part of this Agreement may be assigned by either party without the prior written consent of the other party, provided that Potter Farms may assign its rights and obligations to an affiliate after having given written notice of the assignment to COS. COS may object to the assignment in writing within 20 days of the notice, and the disagreement regarding whether the affiliate is qualified to perform the obligations of Potter Farms will be resolved as set out in the next paragraph.
38. **DISPUTE RESOLUTION:** If a dispute arises out of or relating to this Agreement, or the breach thereof, and if said dispute cannot be settled through negotiation, the parties agree first to try in good faith to settle the dispute by non-binding mediation before resorting to litigation or some other dispute resolution procedure, unless the parties mutually agree otherwise. The mediator shall be mutually selected by the parties, but in case of disagreement, the mediator shall be selected by lot from among two nominations provided by each party. All costs and fees required by the mediator shall be split equally by the parties; otherwise each party shall bear its own costs of mediation. If mediation fails to resolve the dispute within 30 days, either party may pursue litigation to resolve the dispute.

39. **BINDING SUCCESSORS:** This Agreement and any amendments and renewals thereof shall be binding upon the heirs, executors, administrators, successors and assigns of the parties thereto.

*The Remainder of This Page Left Intentionally Blank*
The undersigned duly authorized officers of the parties, having read and considered the above provisions, execute this Agreement on behalf of the parties.

COLLEGE OF THE SEQUOIAS

Date: ________________  BY _________________________
Superintendent/President

Date: ________________  BY _________________________
Secretary, Board of Trustees

POTTER FARMS

Date: ________________  BY _________________________
Travis Potter

Date: ________________  BY _________________________
Terry Potter
SCHEDULE A

Personal Property Owned by COS

1. Processing Plant
2. Maintenance Shop
3. Office Equipment, i.e. (1 computer, 1 copier, 2 printers and all related equipment)
4. Lab Equipment
5. Shipping Container - Storage
6. 3 Fillers
7. H.T.S.T. (Pasteurizer)
8. Shell and Tube heat exchanger
9. 1 - 2,500 gal. Chill water tank
10. 3 - 1,000 gal. Processors
11. 1 - 250 gal. Processors
12. 1 - 600 gal. Processors
13. Multi-Vac Vacuum Packer
14. Sub-Zero Freezer
15. Dipping Cabinet - Ice Cream Freezer
16. Propane Forklift
17. 2- Electric Forklift
18. Air Compressor
20. Welder
21. Set Oxygen - Acetylene Torches
22. Misc. Hand Tools - Screwdrivers, Wrenches. 2 Socket sets
23. 2 Bay C.O.P Tank
24. Lab Refrigerator/Incubator
**Not to be in Contract For Potter Farms use and information**

Personal Property Owned by POTTER FAMILY FARMS

<table>
<thead>
<tr>
<th>Item Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. Pumps</td>
<td></td>
</tr>
<tr>
<td>a. 1.5 H.P. Tri-Clover centrifugal pump and motor</td>
<td>$ 800.00</td>
</tr>
<tr>
<td>b. 1-2 H.P. Tri-Clover centrifugal pump and motor</td>
<td>$ 500.00</td>
</tr>
<tr>
<td>c. 1-1 ½ H.P. Tri-Clover centrifugal pump and motor</td>
<td>$ 300.00</td>
</tr>
<tr>
<td>d. 1-model 60 Waukesha positive pump and motor</td>
<td>$ 3,000.00</td>
</tr>
<tr>
<td>2. Motor Control Center</td>
<td>$ 5,000.00</td>
</tr>
<tr>
<td>3. In Plant Control Panel</td>
<td>$ 15,000.00</td>
</tr>
<tr>
<td>4. Electrical and Plumbing</td>
<td>$ 100,000.00</td>
</tr>
<tr>
<td>5. Raw receiving tank</td>
<td>$ 5,000.00</td>
</tr>
<tr>
<td>6. Glycol chiller</td>
<td>$ 12,000.00</td>
</tr>
<tr>
<td>7. Homogenizer</td>
<td>$ 7,000.00</td>
</tr>
<tr>
<td>8. Liquefier</td>
<td>$ 6,000.00</td>
</tr>
<tr>
<td>9. Flip-Flop scale</td>
<td>$ 4,000.00</td>
</tr>
<tr>
<td>10. Boiler, Feed-water balance tank, and water softener package</td>
<td>$ 15,000.00</td>
</tr>
<tr>
<td>11. Free Standing Heater Assembly - Tamper Evident</td>
<td>$ 8,200.00</td>
</tr>
<tr>
<td>12. Spiral Mixer - Fruit Blender</td>
<td>$ 2,300.00</td>
</tr>
<tr>
<td>13. 3-Chart Recorders - used</td>
<td>$ 800.00</td>
</tr>
<tr>
<td>14. Charm Antibiotic Milk Test Equipment</td>
<td>$ 4,700.00</td>
</tr>
<tr>
<td>15. Note: Anderson rotary 640 filler rebuild and repair</td>
<td>$ 50,000.00</td>
</tr>
</tbody>
</table>

**NOTE: numbers 1, 2, 3, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15 will be removed and taken back by POTTER FARMS**
CONSENT CALENDAR

AGREEMENT BETWEEN COLLEGE OF THE SEQUOIAS
AND THE FARMWORKER INSTITUTE OF EDUCATION
AND LEADERSHIP DEVELOPMENT

Status: Action Scheduled

Presented by: Dale E. Norton
Interim Vice President, Academic Services

Issue

College of the Sequoias desires to contract with the Farmworker Institute of Education and Leadership Development (FIELD) to provide quality educational courses, instruction and training to meet community needs.

Background

College of the Sequoias shall offer approved educational courses through its various programs to meet the needs of the Farmworker Institute of Educational and Leadership Development. College of the Sequoias shall approve the selection of instructors and facilitators and evaluate the quality of instruction to ensure it meets the needs of the students and accreditation requirements. College of the Sequoias shall have the primary right to control and direct the instructional activities of all instructors.

The Farmworker Institute of Educational and Leadership Development shall cooperate with College of the Sequoias to ensure that all personnel, equipment, and materials used in carrying out its responsibilities under this contract conform to Education Code and Title 5 mandated standards governing instructional programs including minimum qualifications for instructors.

Recommended Action

It is recommended that the Board of Trustees approve Contract Number 2007-2008 between College of the Sequoias and the Farmworker Institute of Educational and Leadership Development. The term of this agreement will be effective May 15, 2007 and will expire June 30, 2008.
MASTER AGREEMENT
BETWEEN

College of the Sequoias
And
Farmworker Institute of Education and Leadership Development
Contract # 2007-2008

This Agreement is made and entered into by and between College of the Sequoias, hereinafter referred to as COS and the Farmworker Institute of Education and Leadership Development, hereinafter referred to as FIELD.

WITNESSETH

WHEREAS, COS is authorized by the California Education Code and Title 5 of the California Code of Regulations, to conduct Contract Instruction, Assessment and Counseling Services to serve community needs: and

WHEREAS, COS desires to contract with FIELD for services as identified herein; and the parties intend that this Agreement provide for the mutual cooperation of COS and FIELD in the provision of quality instruction and training to meet community needs.

AGREEMENT

NOW, THEREFORE, in consideration of the foregoing and of the covenants, conditions, and promises hereinafter contained to be kept and performed by the respective parties, COS and FIELD mutually agree as follows:

Section 1. RESPONSIBILITIES OF COS

a. COS shall offer approved educational courses through its various programs to meet the needs of FIELD.

b. COS and FIELD will mutually ensure that ancillary and support services are provided for the students. (e.g. Counseling, Guidance & Placement Assistance)

c. COS shall assist FIELD in registration and other support services to students in order to adequately manage and control its course offerings.
d. COS shall approve of the selection of instructors and facilitators and evaluate the quality of instruction to ensure that it meets the needs of the students and the accreditation requirements of COS. COS shall have the primary right to control and direct the instructional activities of all instructors.

e. COS shall ensure that course offerings meet all appropriate requirements of the California Education Code (hereinafter Education Code) and Title 5 of the California Code of Regulations (hereinafter Title 5).

f. COS shall consult FIELD on any revisions to existing COS courses designed for the FIELD program, initiation of new courses, or any other changes, in order to ensure the quality of educational services and to meet the needs of FIELD.

g. COS shall provide the use of its facilities and equipment, free of charge, for use by FIELD, on an as needed, space available basis for affiliated programs. COS shall attempt to provide use of said facilities and equipment during normal business hours.

h. COS shall demonstrate control and direction through such actions as providing the instructor of record an orientation, instructor's manual, Title 5 course outlines, curriculum materials, testing and grading procedures and any other materials and services it would provide its hourly instructors on campus.

i. COS may waive the health fees for FIELD participants upon mutual agreement of both FIELD and COS.

j. By signing this Agreement, COS certifies that it does not receive full compensation for direct education costs of the course from any public or private agency, individual or group.

Section 2. RESPONSIBILITIES OF FIELD

a. FIELD shall provide classroom space for use as off-campus sites by COS, free of charge for affiliated programs. FIELD shall attempt to provide use of said facilities during normal business hours.

b. FIELD shall provide instructors, facilitators, equipment, materials, day-to-day management support, and all other related overhead necessary to conduct COS's affiliated educational programs.

c. FIELD shall cooperate with COS to ensure that all personnel, equipment, and materials used in carrying out its responsibilities under this contract conform to Education Code and Title 5 mandated standards governing instructional programs including minimum qualifications for instructors.
d. FIELD shall use the money received as compensation for services under this contract for educational and training related purposes as they relate to English language service training programs.

e. FIELD shall assist COS in collecting all instructional fees associated with the class offerings under this contract.

f. Records of student attendance and achievement shall be maintained by FIELD. Records will be open for review at all times by officials of the college and submitted on a schedule developed by COS.

g. By signing this Agreement, FIELD certifies that the instructional activity to be conducted will not be fully funded by other sources.

Section 3. PAYMENT FOR SERVICES

a. In consideration for the services provided herein, COS shall pay $4.25 per student instructional hour that is eligible for state general apportionment.

b. For fiscal year 2007-2008 hours shall not exceed 105,000 Student Instructional hours or 200 Full Time Equivalent Students (FTES) unless mutually agreed prior to June 15, 2007. The same limits shall apply in each subsequent fiscal year unless otherwise agreed in writing by the parties.

c. Any subsequent years student instructional hour cap shall be determined at least sixty (60) days prior to the start of the next fiscal year.

d. FIELD shall present COS with valid invoice of all mutually agreed upon instructional hours presented under this contract and COS shall pay FIELD the agreed contract price within 45 days.

e. Instructional hours are defined as those hours that are reported on COS CCFS-320, California Community Colleges Apportionment Attendance Reports, and are subject to audit by COS independent auditor and the California Community Colleges Chancellor’s Office.

Section 4. INDEMNIFICATION

FIELD shall hold harmless and indemnify and defend COS, its officers, agents and employees from and against the payment of any and all costs, expenses (including costs and reasonable attorney’s fees), losses, damages, claims, suits and liability for bodily and personal injury to or death of any person, and for loss of any property, including loss of use thereof, resulting from or arising out of any negligent or wrongful acts, errors, or omissions of FIELD, its officers, agents, or employees in the performance of this Agreement.
COS shall hold harmless and indemnify and defend FIELD, its officers, agents and employees from and against the payment of any and all costs, expenses (including costs and reasonable attorney's fees), losses, damages, claims, suits, and liability for bodily and personal injury to or death of any person, and for loss of any property, including loss of use thereof, resulting from or arising out of any negligent or wrongful acts, errors, or omissions of COS, its officers, agent, or employees in the performance of this Agreement.

Section 5. MISCELLANEOUS

a. If any of the provisions of this Agreement are found to be, or become contrary to State law or regulations or court decisions, COS and FIELD agree that the Agreement shall be renegotiated as it relates to said provision but the remainder of the Agreement shall remain in full force and effect.

b. The term of this Agreement shall be for a period of time commencing May 15, 2007, and ending on June 30, 2008. This Agreement shall automatically be extended for an unlimited number of one (1) year extensions upon the same term and conditions herein set forth, unless written notice of non-renewal is given by either of the parties not later than thirty (30) days prior to the end of the term in which classes are currently in session. Neither party shall incur any additional liability to the other by reason of such termination.

c. Either party hereto maintains the right to cancel services prior to the beginning of each course at no cost to either party to this Agreement.

d. FIELD and COS will not discriminate in the selection of any student to receive instruction pursuant to this Agreement because race, creed, color, national origin, sex, disability (physical or mental), religion, age or any other characteristic prohibited by law.

e. The parties agree that no action, at law or equity, including an action for declaratory relief, shall be brought unless the underlying claim and/or cause of action has been submitted to non-binding arbitration before a mutually acceptable arbitrator appointed by the Judicial Arbitration and Mediation Service.

f. This Agreement supersedes any and all other agreements, oral or written between the parties hereto with respect to the use of the aforesaid facilities or services and contains all covenants and agreements between the parties with respect hereto. Each party to this Agreement acknowledges that no representations, inducements, promises or agreements, oral or otherwise, have been made by any party, or by anyone acting on behalf of any party, which is not embodied herein, and that no other agreement, statement, or promise not contained herein shall be valid or binding. Any modification to this Agreement shall be effective only if it is in writing and signed by the party to be charged, in the form of any amendment to this Agreement.

g. Notice or correspondence required by this Agreement shall be delivered personally or by United States mail as follows:
To COS: College of the Sequoias
To FIELD: Farmworker Institute
   915 South Mooney Blvd. 140 S. Montclair Street
   Visalia, CA 93277 Bakersfield, CA 93309

h. The specific courses covered under this Agreement are incorporated herein by this reference. The parties may offer additional courses pursuant to this Agreement, on the same terms and conditions as this agreement. For each additional course of instruction, written agreement to offer the course is required by the Chief, FIELD’s Executive Director, and the President, COS. The course particulars must be set forth in writing as with all courses, and will become attachments to this Agreement.

IN WITNESS WHEREOF, THE PARTIES HERETO HAVE EXECUTED THIS Agreement on the ___ day of __________, 2007, and to be effective May 15, 2007.

COLLEGE OF THE SEQUOIAS

By: ____________________________

FARMWORKER INSTITUTE OF EDUCATION & LEADERSHIP DEVELOPMENT

By: ____________________________

David Villarino
CONSENT CALENDAR
COS AND TULARE COUNTY INVESTMENT POLICIES

Status: Action Scheduled

Presented by: Rod Frese, Ph. D.
Vice President, Administrative Services

Issue

Attached for review is the COS and Tulare County Treasurer’s Investment Policies.

The Statement of Investment Policy is for annual review by the Governing Board. No changes in the District policies are recommended.

Recommended Action

Approval of the Consent Calendar is recommended.
TULARE COUNTY

Annual Investment Policy of the Pooled Investment Fund

FISCAL YEAR 2006/2007

Rita Woodard
Chief Deputy Treasurer-Tax Collector

http://www.co.tulare.ca.us/government/treasurertax/documents.asp
PREFACE

The Tulare County Treasurer's Investment Policy Statement for the Pooled Investment Fund is presented annually to the Treasury Oversight Committee for review and to the County Board of Supervisors for approval as recommended by California Government Code §53646 and §27133 and shall remain in effect until the succeeding policy is adopted. This policy has been researched, prepared, and written under the direction of the Auditor-Controller/Treasurer-Tax Collector and the Chief Deputy Treasurer-Tax Collector of the County of Tulare. Each issue addressed in this policy is considered to be of timely and significant importance to the administration of the investment portfolio. While some portions of this policy are a restatement of State law, it is viewed that these restatements are integral to the purpose and flow of this policy.

The following statements are intended to ensure the achievement of the purpose, goals, and objectives of the investment strategy in an orderly, accurate manner. However, there is no guarantee that problems, errors or losses will not arise in the course of administering the investment of idle funds.

Among the obstacles and deterrents that may effect the achievement of the goals and objectives of the portfolio include but are not limited to the following: unforeseen national or international events or crises, deviation of actual cash flow from forecasted cash flow, unexpected demands on cash flow, policies made with regard to investment in local depositories, errors in data or advice used to make decisions, as well as any other unforeseen aberration or event that may have an effect on local, national or international financial markets, economies or politics which in turn has a decided effect upon the portfolio.

Keeping in mind the obstacles and deterrents in pursuing portfolio goals and objectives, this policy is designed to achieve a reasonable rate of return over an economic cycle, consistent with limited risk and prudent investment practices.

The Treasurer's Office also maintains a separate Investment Guidelines and Procedures Manual that is consistent with this Investment Policy.

Approval Schedule

- County Treasury Oversight Committee
  July 13, 2006 – Meeting
- Tulare County Board of Supervisors
  August 1, 2006 – Meeting
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scope</td>
<td>1</td>
</tr>
<tr>
<td>Purpose</td>
<td>1</td>
</tr>
<tr>
<td>Goals and Objectives</td>
<td>1</td>
</tr>
<tr>
<td>Legal Compliance</td>
<td>1</td>
</tr>
<tr>
<td>Prudence</td>
<td>1</td>
</tr>
<tr>
<td>Primary Goals</td>
<td>2</td>
</tr>
<tr>
<td>Performance Measurement</td>
<td>2</td>
</tr>
<tr>
<td>Maintenance of Public Trust</td>
<td>2</td>
</tr>
<tr>
<td>Public Inquiry</td>
<td>2</td>
</tr>
<tr>
<td>Delegation of Authority</td>
<td>3</td>
</tr>
<tr>
<td>County Treasury Oversight Committee</td>
<td>3</td>
</tr>
<tr>
<td>Conflict of Interest</td>
<td>4</td>
</tr>
<tr>
<td>Terms for Funds Invested with County Investment Pool</td>
<td>4</td>
</tr>
<tr>
<td>Funds of Agencies Required to Invest with the Pool</td>
<td>5</td>
</tr>
<tr>
<td>Money Voluntarily Invested with the County Investment Pool</td>
<td>6</td>
</tr>
<tr>
<td>Authorized Investment Instruments</td>
<td>7</td>
</tr>
<tr>
<td>Pool Investment Parameters</td>
<td>11</td>
</tr>
<tr>
<td>Ineligible Securities</td>
<td>12</td>
</tr>
<tr>
<td>Broker/Dealer, Direct Issuer and Depository Institutional Relationships</td>
<td>12</td>
</tr>
<tr>
<td>Review and Analysis of Prospective Investments</td>
<td>12</td>
</tr>
<tr>
<td>Competitive Bidding</td>
<td>13</td>
</tr>
<tr>
<td>Safekeeping</td>
<td>13</td>
</tr>
<tr>
<td>Reporting</td>
<td>13</td>
</tr>
</tbody>
</table>
SCOPE

The following investment policy governs the deposit, safekeeping, and investment of all funds under the control of the County Treasurer, as well as all related transactions and investment activities. It does not apply to bond funds or other assets belonging to the County of Tulare, or other affiliated public agency assets that reside outside of the County Treasury Pool.

PURPOSE

The purpose of the investment policy is to facilitate accomplishment of the goals and objectives of the Treasurer with regard to the investment of idle funds, to provide a framework within which to carry out the business of administering and investing the idle funds of the Treasury, and to improve communications at all levels between those involved and those interested in the process of investing and administering the idle funds of the Treasury.

GOALS AND OBJECTIVES

LEGAL COMPLIANCE

All investments shall be made in accordance with the County Treasurer’s Investment Policy, California Government Code §27000 et. seq., and §53600 et. seq., and any forthcoming amendments or additions to the California Government Code in relation to the investment of local agency idle funds.

PRUDENCE

The administration of idle funds of the Tulare County Treasurer, as a fiduciary trustee, shall be performed in accordance with the prudent investor standard as stated in California Government Code §§27000.3 and 53600.3:

“When investing, reinvesting, purchasing, acquiring, exchanging, selling or managing public funds, the county treasurer shall act with care, skill, prudence, and diligence under the circumstances then prevailing, specifically including, but not limited to, the general economic conditions and the anticipated needs of the county and other depositors, that a prudent person acting in a like capacity and familiarity with those matters would use in the conduct of funds of a like character and with like aims, to safeguard the principal and maintain the liquidity needs of the county and other depositors.”

As prudence shall be applied in the context of portfolio management, investment officers and their advisors, acting in accordance with written procedures and exercising due diligence, shall be relieved of personal responsibility for an individual security’s credit risk or market price changes, provided that deviations from expectation are reported to the Treasurer in a timely fashion and appropriate action is taken to control adverse developments.
PRIMARY GOALS
The Treasurer's primary goals for the investment of idle funds (the portfolio) are, in order of priority as per California Government Code §§27000.5 and 53600.5:

1. **Safety** -- Safety of capital shall mean the safeguarding of capital through the selection of investments and investing procedures to best protect against loss arising from default, fraud, or error. This objective will be obtained through diversification and investment in securities of high quality to minimize credit risk and loss of principal.

2. **Liquidity** – The investment portfolio shall remain sufficiently liquid to enable the Treasury Pool to meet the operating requirements of its participants which might be reasonably anticipated and shall always have the ability to convert sufficient securities in the portfolio to cash to meet contingency needs.

3. **Yield** – The investment portfolio shall be designed with the objective of attaining the highest rate of return, taking into consideration income preservation, current market conditions, the present phase of the market cycle, both present and future cash flow needs, and the other primary goals of Safety and Liquidity.

PERFORMANCE MEASUREMENT
The investment portfolio will be managed in accordance with the parameters specified within this policy.

MAINTENANCE OF PUBLIC TRUST
As the Treasurer has been entrusted with the safekeeping of public monies received from public sources, the Treasurer in managing the investment portfolio shall exercise a high degree of professionalism to ensure and sustain public confidence, remembering that both the investment instruments and the methods of transacting investment business are subject to public review and scrutiny.

PUBLIC INQUIRY
The County Treasurer's portfolio and related transactions are a matter of public record. All districts whose funds are deposited with the Treasurer may receive a monthly/quarterly report of the portfolio by requesting a copy at the Treasurer's Office. In addition, any member of the public may receive a copy of the portfolio or Investment Policy by requesting a copy at the Treasurer's Office. The Treasurer may charge a fee for the copy, as allowed by law.
DELEGATION OF AUTHORITY

The management responsibility for the County of Tulare's investment program is hereby delegated to the County Treasurer in accordance with California Government Code Section 27000.1. Pursuant to California Government Code §§27000.1, §53601 and §53635, the Tulare County Ordinance 3157, the County Treasurer shall be responsible for the investment of the County's funds (including the purchase, sale, or exchange of securities), the monitoring and reviewing of all investments for consistency under this investment policy.

The Treasurer shall have the responsibility to execute investment transactions on a day to day basis and shall establish a system of internal controls to regulate the investment activities. When circumstances warrant, the responsibility to execute investment transactions may be delegated to others. Transactions initiated by an external investment advisor must be in compliance with applicable documents, including, but not limited to, this Policy. Every transaction executed in the Liquid Investment Pool (LIP) must be approved by the Treasurer.

NO PERSON MAY ENGAGE IN AN INVESTMENT TRANSACTION EXCEPT AS PROVIDED UNDER THE LIMITS OF THIS POLICY AND THE PROCEDURES ESTABLISHED BY THE AUDITOR-CONTROLLER/TREASURER-TAX COLLECTOR.

COUNTY TREASURY OVERSIGHT COMMITTEE

Pursuant to the addition of Article 6, to Chapter 5 of Division 2 of Title 3 of the California Government Code, the Board of Supervisors, in consultation with the County Treasurer has created a County Treasury Oversight Committee to promote the public interest by involving depositors in the management of their funds and by enhancing the security and investment return of their funds through the establishment of criteria for the withdrawal of funds. The County of Tulare Treasury Oversight Committee shall annually review and monitor the Investment Policy and cause an annual audit to determine the Treasurer's compliance with the Investment Policy. Nothing in this policy shall be construed to allow the County Treasury Oversight Committee to direct individual investment decisions, select individual investment advisors, brokers or dealers, or impinge on the day-to-day operations of the County Treasury.

In compliance with §27132 of the California Government Code, the County Treasurer Oversight Committee shall consist of the following:

a) The County Auditor  
b) A member of the Board of Supervisors or his/her designee  
c) The Superintendent of Schools or his designee  
d) A School District designee  
e) A Special District designee  
f) Two members of the public with expertise, or academic background in public finance.
CONFLICT OF INTEREST

The Auditor-Controller/Treasurer-Tax Collector, the Treasury Oversight Committee, and Treasury staff involved with the investment process shall not engage in any profession, trade, business or occupation which is incompatible or involves a conflict of interest with his/her duties; or which may reflect unfavorably on the County, the appointing authority, or on fellow employees.

Section 27133(d) requires limits to be set on the receipt of honoraria, gifts, and gratuities from advisors, brokers, dealers, bankers, or other persons with whom the County Treasury conducts business by any member of the County Treasury Oversight Committee and shall require the completion of an annual Statement of Economic Interests by each member to be filed with the member’s respective agency. This policy sets a $250 per current filing limit on the amount of honoraria, gifts and gratuities that a committee member may receive from a single source in a calendar year. This limit may be in addition to the limits set by a committee member’s own agency, by state law, or by the Fair Political Practices Commission.

TERMS FOR FUNDS INVESTED WITH THE COUNTY INVESTMENT POOL

The Government Code requires the County Treasurer to define the limits and conditions under which local agencies having their money in the Investment Pool may deposit and withdraw their funds. The Government Codes confer upon the Treasurer the final authority as to how funds for which the Treasurer is held responsible for overseeing, are to be invested. The Treasurer must take into account the current financial condition of the sum total of the Pools’ agencies, the conditions of the market place, as well as the cash flow projections and the potential for changes in the Pool’s cash needs. The Treasurer must protect the earnings of each individual local agency in the Pool, and also see that no decision will reward a particular agency or group of agencies within the Pool at the expense of another or others within the Pool. If the Treasurer determines that a request for a withdrawal of funds for a specific or outside investment is not, in the Treasurer’s opinion, in the best interest of a particular agency, or is overly detrimental to the Pool as a whole, the Treasurer must legally deny the request, or find a means of neutralizing the harm to all those affected.
FUNDS OF AGENCIES REQUIRED TO INVEST WITHIN THE POOL

Funds will be accepted at all times, in the manner prescribed, from those agencies where the County Treasurer is also the Treasurer for the local agency, or from any agencies that by statute must place their money in the County Investment Pool. Funds will earn interest based on the average daily balance apportioned on a quarterly basis.

The Treasury Pool's cash management plan provides for adequate liquidity to cover day-to-day operations of pool participants. The County Treasurer will honor all requests to withdraw funds for normal operations that are approved by the County Auditor at a one-dollar net asset value. To accommodate large withdrawals that exceed those normally associated with operations, the following written notification requirements much be followed to allow for adjustments to the liquidity position of the pool.

- Withdrawals of up to $5,000,000…………………………24 hours
- Withdrawals of up to $10,000,000……………………….48 hours
- Withdrawals of up to $10,000,001 and above …………72 hours

Should a legislative body of a local agency determine that certain funds will not be required by the local agency for a period of at least one year, the local agency may petition the County Treasurer to invest that portion of the local agency's excess funds in a specific investment under the control of the County Treasurer. Such a petition should state the nature of the funds the legislative body wishes to invest specifically, and the reasons why the legislative body believes a specific investment is a preferable and viable alternative to the general Pool's participation. Should the Treasurer determine that the request for a specific investment is valid and not overly counter-productive as to the Pool as a whole, the Treasurer will consult with the local agency's legislative body, or its appointed representative, to suggest and determine exactly what investment(s) should be purchased to fulfill the needs of the local agency. The Treasurer will then purchase the specific investment(s) upon receipt of a written resolution issued by the legislative body of the local agency, requesting the specific investment. The resolution must acknowledge that the local agency's legislative body takes full responsibility for the decision to purchase the specific investment(s), and that should conditions change requiring a sale prior to maturity of the specific investment(s), any loss that might be suffered as a result, will be solely that of the local agency, and that this loss shall not be shared by the Pool as a whole, nor by the County.

Under language added to the Government Code in 1995, it is not permissible for local agency legislative bodies, required to have their funds within the Pool, to withdraw funds from the Pool in order to invest outside the County Pool in any manner, at any time without specific permission of the Treasurer. Any such investments shall be either terminated and all funds returned to the Pool, or the securities so purchased must be transferred to the custody of the County Treasurer immediately. Upon receipt of any such securities by the Treasurer, the Treasurer shall at the Treasurer's option, place the investment in the Pool, terminate the investment at the current market value and credit the local agency with the proceeds, or place the security in the name of the local agency as a specific investment.
MONEY VOLUNTARILY INVESTED WITH THE COUNTY INVESTMENT POOL

By Code, the County Treasurer shall limit the amounts and set conditions under which money from local agencies, not required to have their funds in the investment Pool, may deposit and withdraw voluntarily invested funds. Local agencies from outside the County will not be permitted to deposit funds in the County Pool. Funds from local agencies within the County, voluntarily wishing to participate in the Pool, will not be accepted under normal conditions unless the Treasurer is assured that these funds are in lieu of longer term investments. Such deposits are subject to withdrawal restrictions for a set minimal term as to be agreed to prior to the funds being accepted into the Pool, and may not be withdrawn at any time without a minimum of 30 days notice of "intent to withdraw".

Under normal conditions, voluntary money withdrawn from the Pool will be disbursed on a dollar for dollar basis, plus appropriate interest, but under adverse market conditions, when the Treasurer deems the withdrawal of voluntary funds would cause undue losses or significantly lower earnings for those local agencies remaining within the Pool, the Treasurer may require one or more of three remedies:

1. Restrict the percentage of funds that may be withdrawn in any given month;
2. Restrict the rate at which the funds may be withdrawn;
3. Require the local agency withdrawing their funds to accept their funds based on the current market value of the overall Pool.

These terms will be agreed to and contracts signed prior to any voluntary money being accepted into the County Investment Pool. Such terms may exceed minimum requirements set forth in the Government Codes.

Specific investments are not normally permitted with voluntary funds, though on a cost recovery basis and under circumstances that dictate such activity, exceptions may be permitted.

AUTHORIZED INVESTMENT INSTRUMENTS

No investment shall be made in any security with a maturity greater than five years, unless it is approved by the Board of Supervisors. Some investments are restricted to terms less than five years. These maturity limitations are described in this Policy. The term "maturity" in this Policy is defined as an instrument's stated legal final redemption date.

The dollar-weighted average maturity of the portfolio shall not exceed 3.5 years.
The following defines in detail the parameters of each approved investment type. Any instrument not expressly permitted is prohibited. Specific limitations are provided on the maximum allowable percentage per investment category and further limitations by issuer within each investment category. With the exception of overnight repurchase agreements, U.S. Government securities, including its agencies and instrumentalities, and authorized pools, no more than 10% of the County's aggregate investment portfolio may be invested in securities of a single issuer. Where there is a percentage limitation for a particular category of investment, that percentage is only applicable at the time of purchase. If at the end of any quarter, any percentage in any restricted security is higher than the maximum allowed by category at time of purchase, the Treasurer shall take action within 90 days, to adjust the portfolio holdings so that the percentages are brought within the percentage limits.

A. Bonds issued by the County of Tulare, including bonds payable solely out of the revenues from a revenue-producing property owned, controlled, or operated by the County of Tulare or by a department, board, agency, or authority of the County of Tulare.

B. United States Treasury bills, notes, bonds or certificates of indebtedness or those for which faith and credit of the United States are pledged for principal and interest.

C. Registered state warrants or treasury notes or bonds of the State of California, including bonds payable solely out of the revenues from a revenue-producing property owned, controlled, or operated by the state or by a department, board, agency, or authority of the state.

D. Bonds, notes or warrants of the State of California and any local agency within California, including bonds payable solely out of the revenues from a revenue-producing property owned, controlled, or operated by the local agency or by a department, board, agency, or authority of the local agency.

E. Federal agency or United State government - sponsored enterprise obligation, participations, or other instruments, including those issued by or fully guaranteed as to principal and interest by federal agencies or United States government - sponsored enterprises, per California Government Code §53601.

Any mortgage pass through security issued and guaranteed by Federal Agency with a maximum final maturity of five years. Purchase of securities authorized by this subdivision may not exceed 10% of the County's surplus funds.

F. Bills of exchange or time drafts drawn on and accepted by a commercial bank, otherwise known as Bankers Acceptances, which are eligible for purchase by the Federal Reserve System, the short-term paper of which is rated in the highest category by a nationally recognized rating service. Purchases of Bankers Acceptances may not exceed 180 days maturity or 40 percent of the County's surplus funds which may be invested pursuant to this section.
G. Commercial Paper. Commercial paper (excluding Rule 144A issues) of “prime” quality of the highest ranking or of the highest letter and number rating as provided for by a nationally recognized statistical-rating organization. The entity that issues the commercial paper shall meet all of the following conditions in either paragraph (1) or paragraph (2):

(1) The entity meets the following criteria: (A) Is organized and operating in the United States as a general corporation. (B) Has total assets in excess of five hundred million dollars ($500,000,000). (C) Has debt other than commercial paper, if any, that is rated “A” or higher by a nationally recognized statistical-rating organization.

(2) The entity meets the following criteria: (A) Is organized within the United States as a special purpose corporation, trust, or limited liability company. (B) Has program wide credit enhancements including, but not limited to, over collateralization, letters of credit, or surety bond. (C) Has commercial paper that is rated “A-1” or higher, or the equivalent, by a nationally recognized statistical-rating organization.

Purchases of eligible commercial paper shall not exceed 270 days maturity nor represent more than 5 percent of the outstanding paper of an issuing corporation. Purchases of commercial paper may not exceed 40 percent of the County’s investment portfolio.

H. Negotiable Certificates of Deposit issued by a nationally or state-chartered bank or a savings association or federal association or a state or federal credit union or a state-licensed branch of a foreign bank; provided that the senior debt obligations of the issuing institution are rated “AA” or better by a nationally recognizing rating service. Purchases of negotiable certificates of deposit may not exceed 30 percent of the County’s surplus money which may be invested pursuant to this section. For the purpose of this section, negotiable certificates of deposit do not come within Article 2 of Chapter 4 of Part 1 of Division 2 of Title 5 of the Government code, except that the amount so invested shall be subject to the limitations of §53638.

I. Authorized by California Government Code Section 53601 and/or 53635.

(1) Investment in Repurchase Agreements or Reverse Repurchase Agreements of any securities authorized by California Government Code 53601 & 53635.

(2) Investment in Repurchase Agreements may be made on any investment authorized in Government Code Section 53601 and 53635 when the term of the agreement does not exceed one year. The market value of securities that underlay a repurchase agreement shall be valued at 102 percent or greater of the funds borrowed against those securities and the value shall be adjusted no less than quarterly. Since the market value of the underlying securities is subject to daily fluctuation, the investments in repurchase agreements shall be in compliance if the value of the underlying securities is brought back up to 102 percent no later than the next business day.
(3) Reverse Repurchase Agreements may be utilized only when the following conditions are met: The security to be sold on Reverse Repurchase Agreement has been owned and fully paid for by the County of Tulare for a minimum of 30 days prior to sale, and the total of all Reverse Repurchase Agreements on investments owned by the local agency does not exceed 20 percent of the base portfolio, and the agreement does not exceed a term of 92 days, unless the agreement includes a written codicil guaranteeing a minimum earning or spread for the entire period between the sale of the security using a Reverse Repurchase Agreement and the final maturity date of the same security.

(4) A Reverse Repurchase Agreement may not be entered into as a means of financing or paying for the security sold on a Reverse Repurchase Agreement, but may only be entered into in order to supplement the yield on securities owned and previously paid for or to provide funds for the immediate payment of an obligation of Tulare County.

(5) Investments in Reverse Repurchase Agreements or similar investments in which the local agency sells securities prior to purchase, may only be made upon prior approval of the Board of Supervisors of the County of Tulare.

(6) (6-a) “Repurchase Agreement” means a purchase of securities by the agency pursuant to an agreement by which the counter party seller will repurchase the securities on or before a specified date and for a specified amount and the counter party will deliver the underlying securities to the agency’s pool by book entry, physical delivery, or by third party custodial agreement. The transfer of underlying securities to the counter party bank’s customer book-entry account may be used for book-entry delivery.

(6-b) “Securities”, for the purpose of repurchase, means securities of the same issuer, description, issue date, and maturity.

(6-c) “Reverse Repurchase Agreement” means a sale of securities by the County Treasury pursuant to an agreement by which the agency will repurchase the securities on or before a specified date, and includes other comparable agreements.

(6-d) The base value of the County Treasury pools portfolio shall be that dollar amount obtained by totaling all cash balances placed in the pools by all pool participants, excluding any amounts obtained through selling securities by way of Reverse Repurchase Agreements or other similar borrowing methods.

(6-e) The spread is the difference between the cost of funds obtained using the reverse repurchase agreement and the earnings obtained on the reinvestment of the funds.
J. Medium-Term Notes of a maximum of five years' maturity issued by corporations organized and operating within the United States or by depository institutions licensed by the United States or any state and operating within the United States. Notes eligible for investment shall be rated in a rating category of "A" or its equivalent or better by a nationally recognized rating service. Purchases of medium-term notes may not exceed 30 percent of the agency's surplus money which may be invested.

K. Shares of beneficial interest issued by diversified management companies that are money market funds registered with the Securities and Exchange Commission under the Investment Company Act of 1940. To be eligible for investment these companies shall either:

1. Attain the highest ranking or highest letter and numerical rating provided by not less than two nationally recognized statistical rating organizations.

2. Have an investment advisor registered or exempt from registration with the Securities and Exchange Commission with not less than five years' experience managing money market funds with assets under management in excess of five hundred million dollars ($500,000,000). The purchase price of shares of beneficial interest purchased shall not include any commission that these companies may charge and shall not exceed 15 percent of the agency's surplus money which may be invested pursuant to §53635 of the California Government Code.

L. Time Certificates of Deposit (TCD) that are insured for $100,000 by the FDIC or fully collateralized as required by state law if over $100,000. Not more than 25% of the Treasury portfolio may be invested in TCD's. TCD's are safekept in the County Treasurer's vault or in an acceptable safekeeping account with a perfected interest in the County's name. An institution must meet the following criteria to be considered by the County Treasurer for investments in TCD's:

1) The institution must be located in California.
2) The institution must have current financial information, a signed contract and waiver on file with the agency.
3) The institution must maintain a net worth to asset ratio of at least 3% and have a positive earnings record.
4) The institution must be at least 3 years old.
5) For collateralized investments, the institution must have at least $100 million in assets and collateralize their TCD's in accordance with §53651 and §53652 of the California Government Code.

M. Local Agency Investment Fund (LAIF). The maximum balance that can be held in the fund is $40 million.
### POOL INVESTMENT PARAMETERS

<table>
<thead>
<tr>
<th>Allowable Instruments</th>
<th>County Maximum % of Portfolio</th>
<th>Code Maximum % of Portfolio</th>
<th>County Maximum Maturity</th>
<th>Code Maximum Maturity</th>
<th>County % per Issuer</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S. Treasury Obligations (§53601 (b))</td>
<td>100</td>
<td>100</td>
<td>5 Years</td>
<td>5 Years</td>
<td>100</td>
</tr>
<tr>
<td>U.S. Agency Obligations or U.S. Government Sponsored Enterprises (§53601 (a))</td>
<td>75</td>
<td>100</td>
<td>5 Years</td>
<td>5 Years</td>
<td>25</td>
</tr>
<tr>
<td>Medium Term Notes (Corporate) (§53601 (j))</td>
<td>30</td>
<td>30</td>
<td>5 Years</td>
<td>5 Years</td>
<td>10</td>
</tr>
<tr>
<td>Bankers' Acceptances (§53601 (f))</td>
<td>40</td>
<td>40</td>
<td>180 Days</td>
<td>180 Days</td>
<td>10</td>
</tr>
<tr>
<td>Negotiable Certificates of Deposit (§53601 (h))</td>
<td>30</td>
<td>30</td>
<td>5 Years</td>
<td>5 Years</td>
<td>10</td>
</tr>
<tr>
<td>Repurchase Agreement (§53601 (i))</td>
<td>50</td>
<td>None</td>
<td>30 Days</td>
<td>1 Year</td>
<td>N/A</td>
</tr>
<tr>
<td>Reverse Repurchase Agreements (§53601 (j))</td>
<td>20</td>
<td>20</td>
<td>92 Days</td>
<td>92 Days</td>
<td>10</td>
</tr>
<tr>
<td>Collateralized &quot;Time Deposits&quot; (§53650 et seq.)</td>
<td>25</td>
<td>None</td>
<td>3 Years</td>
<td>None</td>
<td>10</td>
</tr>
<tr>
<td>Commercial Paper (§53601 (g) and (§53635 (a))</td>
<td>40</td>
<td>40</td>
<td>270 Days</td>
<td>270 days</td>
<td>10</td>
</tr>
<tr>
<td>Money Market Funds (§53601 (k))</td>
<td>15</td>
<td>20</td>
<td>N/A</td>
<td>N/A</td>
<td>10</td>
</tr>
<tr>
<td>Obligations issued by CA State and any local agencies within California (§53601 (d))</td>
<td>20</td>
<td>100</td>
<td>5 Years</td>
<td>5 Years</td>
<td>10</td>
</tr>
<tr>
<td>Tulare County (§53601 (a))</td>
<td>15</td>
<td>100</td>
<td>5 Years</td>
<td>5 Years</td>
<td>10</td>
</tr>
<tr>
<td>L.A.I.F. (§16429.1)</td>
<td>$40 M</td>
<td>$40 M</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

1 With the exception of overnight repurchase agreements, U.S. Government securities, including its agencies and instrumentalities, and authorized pools, no more than 10% of the County’s aggregate investment portfolio may be invested in securities of a single issuer. Commercial paper is further limited to 5% of the outstanding paper of the issuing corporation.
INELIGIBLE SECURITIES

1. Prohibited investments:
   ♦ Collateralized mortgage obligation
   ♦ Equipment lease-backed certificate
   ♦ Consumer receivable pass-through certificate
   ♦ Consumer receivable-backed bond
   ♦ Securities Lending
   ♦ Rule 144A Commercial Paper

2. Inverse floaters, range notes, or interest-only strips that are derived from a pool of mortgages.

3. A local agency shall not invest any funds in any security that could result in zero interest accrual if held to maturity. However, a local agency may hold prohibited investments purchased prior to January 1, 1996 until their maturity dates.

4. Financial futures and options.

BROKER/DEALER AND DEPOSITORY INSTITUTION RELATIONSHIPS

APPROVED LIST OF BROKER/DEALER INSTITUTIONS
The County Treasurer shall approve and maintain a list of broker/dealers and direct issuers authorized to provide investment services to the County. All investments must be made with institutions that have been approved by the County Treasurer prior to investing. The County’s external investment advisors may use their own list of approved broker/dealers and financial institutions for investment purposes. The advisor shall submit the list of approved broker/dealers to the County on a quarterly basis for review. The criteria for approval are described in a separate Investment Guidelines and Procedures Manual maintained by the Treasurer’s Office.

APPROVED LIST OF DEPOSITORY INSTITUTIONS
The County Treasurer shall approve and maintain a list of depository institutions authorized to purchase Certificates of Deposit and Time Deposits. The criteria for approval are described in Section (L) of the AUTHORIZED INVESTMENT INSTRUMENTS section of this policy.

REVIEW AND ANALYSIS OF PROSPECTIVE INVESTMENTS
Due to the complexity of the various investment instruments available and uncertainty of market conditions the Treasurer may seek professional advice in making investment decisions in order to optimize investment selections, subject to §1-03-2062 of the Tulare County Ordinance Code.
COMPETITIVE BIDDING

When executing a transaction, the County and its external investment advisors shall seek bids or offerings from at least three broker/dealers on the approved list.

SAFEKEEPING

As required by California Government Code §53601 and §53635 all investment instruments in a negotiable, bearer, registered, or non-registered format, shall be delivered to the County of Tulare’s custodial bank by using book entry or physical delivery. The “delivery vs. payment” purchase procedure shall be used. Securities will be held by a third party custodian designated by the Treasurer and evidenced by safekeeping receipts. No securities will be held by the broker/dealer from whom they were purchased.

REPORTING

The Treasurer provides a quarterly Investment Report to the Board of Supervisors, County Administrative Officer, the County Auditor, and the Oversight Committee, within thirty (30) days following the end of the quarter covered by the report. The quarterly investment report contains, but is not limited to, the following investment information:

A. The type of investment, name of issuer, date of maturity, par and dollar amount invested in all securities, investments, and monies;

B. A description of any funds, investments that are under the management of contracted parties;

C. The market value as of the date of the report, and the source of this valuation for any security within the treasury or under management by contract;

D. The weighted average maturity of investments within the treasury;

E. Purchase dates, book values, and current credit rating of issuers;

F. Yield to maturity;

G. Overall portfolio yield based on cost;

H. Statement that the portfolio is in compliance with the Investment Policy or the manner in which the portfolio is not in compliance;

I. A statement denoting the County’s ability to meet its expenditure requirements for the next six months, or an explanation as to why sufficient money shall not be available.

The Treasurer annually renders a Statement of Investment Policy to the Oversight Committee and to the Board of Supervisors, which is approved at a public meeting. Any changes in the policy shall also be reviewed and approved/denied by the Board of Supervisors at a public meeting.
CONSENT CALENDAR

2006-2007 WORKING BUDGET APPROVAL
(July 1, 2006 to April 30, 2007)

Status: Action Scheduled

Presented by: Rod Frese, Ph.D.
Vice President, Administrative Services

Issue

The Tulare County Office of Education is requesting that the Board approve working budgets periodically throughout the year when expenditures exceed the previously approved expenditure budgets by major account (object) code. Due to new grants, programs and budget changes between account (object) codes, the working budget increases and decreases by major account (object) code.

Background

Now that the District has its own software system and is not using the County System, the Tulare County Office of Education requires that a Board approved budget be submitted with every batch of checks to be signed and a comparison between the last Board approved budget by major account (object) code and the expenditures to date including the current batch of checks to insure that the District does not spend in excess of its budget by major account (object) code.

Recommended Action

It is recommended that the Board approve the attached working budget dated April 30, 2007.
## 2006/2007 Working Budget
**As of May 4, 2007**
Approved May 14, 2007

<table>
<thead>
<tr>
<th>General Fund (01)</th>
<th>Building Fund (07)</th>
<th>Farm Special Reserve Fund (34)</th>
</tr>
</thead>
<tbody>
<tr>
<td>(SCT 11000-19250)</td>
<td>(SCT 41000-48009)</td>
<td>(SCT 48010)</td>
</tr>
<tr>
<td>TCOE 010</td>
<td>TCOE 400</td>
<td>TCOE 300</td>
</tr>
</tbody>
</table>

### Budget Year to Date

<table>
<thead>
<tr>
<th>Revenue</th>
<th>Expenditures</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>General Fund (01)</strong></td>
<td><strong>Building Fund (07)</strong></td>
<td><strong>Farm Special Reserve Fund (34)</strong></td>
</tr>
<tr>
<td><strong>Revenue</strong></td>
<td><strong>Expenditures</strong></td>
<td><strong>Revenue</strong></td>
</tr>
<tr>
<td>80000</td>
<td>55,572,959</td>
<td>39,541,204.13</td>
</tr>
<tr>
<td>10000</td>
<td>22,008,891</td>
<td>18,784,532.35</td>
</tr>
<tr>
<td>20000</td>
<td>10,733,489</td>
<td>8,657,649.65</td>
</tr>
<tr>
<td>30000</td>
<td>10,416,583</td>
<td>9,351,514.66</td>
</tr>
<tr>
<td>40000</td>
<td>2,366,749</td>
<td>1,334,056.35</td>
</tr>
<tr>
<td>50000</td>
<td>2,088,446</td>
<td>1,247,549.89</td>
</tr>
<tr>
<td>60000</td>
<td>2,677,614</td>
<td>1,498,162.34</td>
</tr>
<tr>
<td>70000</td>
<td>1,709,748</td>
<td>1,286,898.38</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>Revenue</strong></td>
<td><strong>Expenditures</strong></td>
</tr>
<tr>
<td>55,572,959</td>
<td>39,541,204.13</td>
<td>16,031,754.87</td>
</tr>
</tbody>
</table>

### Benefits Fund (29) | **Revenue** | **Expenditures** |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>(SCT 61000-62100)</td>
<td>TCOE 610</td>
<td></td>
</tr>
</tbody>
</table>

### Trust Fund (49) | **Revenue** | **Expenditures** |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>(SCT 79500)</td>
<td>TCOE 790</td>
<td></td>
</tr>
</tbody>
</table>
CONSENT CALENDAR
Payment of Bills

Status: Information

Presented by: Rod Frese, Ph.D.
Vice President, Administrative Services

Issue

Payment of the District's financial obligations.
## District Vendor Payments
March 24 through April 30, 2007

<table>
<thead>
<tr>
<th>VENDOR</th>
<th>BUDGET or ITEM</th>
<th>AMOUNT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Senate</td>
<td>Academic Senate</td>
<td>$ 2,065.00</td>
</tr>
<tr>
<td>Aguirre Printing &amp; Embroidery</td>
<td>H.S.I. Coop.</td>
<td>$ 1,695.30</td>
</tr>
<tr>
<td>American Assoc of Community Colleges</td>
<td>Planning &amp; Policy Making</td>
<td>$ 1,500.00</td>
</tr>
<tr>
<td>American Incorporated</td>
<td>Maintenance &amp; Operations</td>
<td>$ 1,133.14</td>
</tr>
<tr>
<td>A-Plus Storage Containers</td>
<td>Dean, Engr &amp; Related Technologies</td>
<td>$ 2,629.44</td>
</tr>
<tr>
<td>Appleby &amp; Company</td>
<td>Computer Services</td>
<td>$ 1,550.00</td>
</tr>
<tr>
<td>Assessment Technologies Inc.</td>
<td>Health Community Form WIA/Allied Health</td>
<td>$ 24,214.00</td>
</tr>
<tr>
<td>AT&amp;T/MCI</td>
<td>Telephone</td>
<td>$ 3,207.86</td>
</tr>
<tr>
<td>AT&amp;T/MCI</td>
<td>Telephone</td>
<td>$ 1,190.44</td>
</tr>
<tr>
<td>AT&amp;T/MCI</td>
<td>Telephone</td>
<td>$ 7,917.28</td>
</tr>
<tr>
<td>AT&amp;T/MCI</td>
<td>Telephone</td>
<td>$ 1,132.15</td>
</tr>
<tr>
<td>Baker, Ned F.</td>
<td>Retiree Benefits</td>
<td>$ 1,842.00</td>
</tr>
<tr>
<td>Blick Art Materials</td>
<td>Art</td>
<td>$ 1,286.60</td>
</tr>
<tr>
<td>Blue Shield of California</td>
<td>Health &amp; Welfare Payable</td>
<td>$ 408,285.62</td>
</tr>
<tr>
<td>Blue Shield of California</td>
<td>H&amp;W Retired Employees/Trustees</td>
<td>$ 96,764.09</td>
</tr>
<tr>
<td>Cal Bennett's</td>
<td>Planning &amp; Policy Making</td>
<td>$ 22,248.48</td>
</tr>
<tr>
<td>Cal Bennett's</td>
<td>Student Services Mandated Costs</td>
<td>$ 2,023.80</td>
</tr>
<tr>
<td>California Cartridge Company</td>
<td>Planning &amp; Policy Making/Instructional Support</td>
<td>$ 1,244.18</td>
</tr>
<tr>
<td>California Water Service Co.</td>
<td>Water/Refuse/Sewer</td>
<td>$ 4,822.59</td>
</tr>
<tr>
<td>California Water Service Co.</td>
<td>Water/Refuse/Sewer</td>
<td>$ 2,116.72</td>
</tr>
<tr>
<td>CDW Government Inc.</td>
<td>Duplications &amp; TANF</td>
<td>$ 1,392.97</td>
</tr>
<tr>
<td>CDW Government Inc.</td>
<td>Planning &amp; Policy Making</td>
<td>$ 1,230.87</td>
</tr>
<tr>
<td>CDW Government Inc.</td>
<td>Matriculation</td>
<td>$ 1,077.92</td>
</tr>
<tr>
<td>Central Valley Business Forms</td>
<td>TANF</td>
<td>$ 5,660.66</td>
</tr>
<tr>
<td>Central Valley Business Forms</td>
<td>Financial Aid Admin/TANF/BA Partnership</td>
<td>$ 2,210.05</td>
</tr>
<tr>
<td>Central Valley Presort</td>
<td>Postage</td>
<td>$ 2,777.15</td>
</tr>
<tr>
<td>Central Valley Presort</td>
<td>Postage</td>
<td>$ 2,983.73</td>
</tr>
<tr>
<td>Central Valley Presort</td>
<td>Postage</td>
<td>$ 5,141.03</td>
</tr>
<tr>
<td>Chevron USA Inc.</td>
<td>Transportation</td>
<td>$ 1,144.50</td>
</tr>
<tr>
<td>Cintas Corporation</td>
<td>Laundry</td>
<td>$ 1,194.35</td>
</tr>
<tr>
<td>Circuit City</td>
<td>Instructional Support</td>
<td>$ 1,194.35</td>
</tr>
<tr>
<td>City National Bank</td>
<td>Hanford Campus</td>
<td>$ 12,700.00</td>
</tr>
<tr>
<td>City of Hanford</td>
<td>Hanford Campus</td>
<td>$ 1,100.00</td>
</tr>
<tr>
<td>Classic Charter Inc.</td>
<td>H.S.I.- Coop &amp; Athletics</td>
<td>$ 6,980.00</td>
</tr>
<tr>
<td>CLM Financial Consultants, Inc.</td>
<td>Administrative Services</td>
<td>$ 1,771.30</td>
</tr>
<tr>
<td>College Network</td>
<td>Tulare County WIA</td>
<td>$ 2,091.00</td>
</tr>
<tr>
<td>Community College Search Services</td>
<td>Planning &amp; Policy Making</td>
<td>$ 5,550.44</td>
</tr>
<tr>
<td>Consolidated Electrical Distributors</td>
<td>Project House</td>
<td>$ 2,473.90</td>
</tr>
<tr>
<td>Constellation NewEnergy Inc.</td>
<td>Lights/Power</td>
<td>$ 27,302.06</td>
</tr>
<tr>
<td>Constellation NewEnergy Inc.</td>
<td>Lights/Power</td>
<td>$ 3,566.34</td>
</tr>
<tr>
<td>Constellation NewEnergy Inc.</td>
<td>Lights/Power</td>
<td>$ 30,459.61</td>
</tr>
<tr>
<td>COS Bookstore</td>
<td>EOP&amp;S</td>
<td>$ 16,504.36</td>
</tr>
<tr>
<td>COS Bookstore</td>
<td>EOP&amp;S</td>
<td>$ 13,961.64</td>
</tr>
<tr>
<td>Line</td>
<td>Description</td>
<td>Department</td>
</tr>
<tr>
<td>------</td>
<td>-------------</td>
<td>------------</td>
</tr>
<tr>
<td>1039</td>
<td>COS Bookstore</td>
<td>EOP&amp;S</td>
</tr>
<tr>
<td>1040</td>
<td>COS Financial Aid Account</td>
<td>EOP&amp;S</td>
</tr>
<tr>
<td>1041</td>
<td>COS Food Services</td>
<td>Campus Catering Services</td>
</tr>
<tr>
<td>1042</td>
<td>COS Food Services</td>
<td>Campus Catering Services</td>
</tr>
<tr>
<td>1043</td>
<td>COS Revolving Fund</td>
<td>Postage (for schedule mailing)</td>
</tr>
<tr>
<td>1044</td>
<td>DeGoede, Dunne &amp; Martin</td>
<td>Legal - Human Resources Issues</td>
</tr>
<tr>
<td>1045</td>
<td>DLT Solutions Inc.</td>
<td>Computer Services</td>
</tr>
<tr>
<td>1046</td>
<td>Edison Company</td>
<td>Lights/Power</td>
</tr>
<tr>
<td>1047</td>
<td>Edison Company</td>
<td>Lights/Power</td>
</tr>
<tr>
<td>1048</td>
<td>Edison Company</td>
<td>Lights/Power</td>
</tr>
<tr>
<td>1049</td>
<td>Edison Company</td>
<td>Lights/Power</td>
</tr>
<tr>
<td>1050</td>
<td>Enviroclean</td>
<td>Custodial Services</td>
</tr>
<tr>
<td>1051</td>
<td>Enviroclean</td>
<td>Custodial Services</td>
</tr>
<tr>
<td>1052</td>
<td>Estes Institute of Cosmetology</td>
<td>Cosmetology</td>
</tr>
<tr>
<td>1053</td>
<td>First Bankcard</td>
<td>Planning &amp; Policy Making</td>
</tr>
<tr>
<td>1054</td>
<td>Folsom Lake Ford Inc.</td>
<td>Transportation</td>
</tr>
<tr>
<td>1055</td>
<td>Foundation for Medical Care of Tulare</td>
<td>Dental &amp; Vision Payable (April)</td>
</tr>
<tr>
<td>1056</td>
<td>Foundation for Medical Care of Tulare</td>
<td>Dental &amp; Vision Payable (May)</td>
</tr>
<tr>
<td>1057</td>
<td>Frazee Industries Inc.</td>
<td>Maintenance &amp; Operations</td>
</tr>
<tr>
<td>1058</td>
<td>Fresno Oxygen</td>
<td>Art &amp; Dean, Engr. &amp; Related Technologies</td>
</tr>
<tr>
<td>1059</td>
<td>Fresno Oxygen</td>
<td>Dean, Engr &amp; Related Technologies</td>
</tr>
<tr>
<td>1060</td>
<td>Fresno Oxygen</td>
<td>Agriculture &amp; Dean Engr. &amp; Related Tech.</td>
</tr>
<tr>
<td>1061</td>
<td>Gas Company</td>
<td>Gas/Heat</td>
</tr>
<tr>
<td>1062</td>
<td>Gas Company</td>
<td>Gas/Heat</td>
</tr>
<tr>
<td>1063</td>
<td>Governet</td>
<td>Instructional Support</td>
</tr>
<tr>
<td>1064</td>
<td>Greenwood Publishing Group</td>
<td>Instructional Equipment - Ongoing</td>
</tr>
<tr>
<td>1065</td>
<td>Guthrie, Thora C.</td>
<td>Public Information &amp; BA Partnership Grant</td>
</tr>
<tr>
<td>1066</td>
<td>Guthrie, Thora C.</td>
<td>VTEA II-C</td>
</tr>
<tr>
<td>1067</td>
<td>HACU</td>
<td>Dues &amp; Memberships</td>
</tr>
<tr>
<td>1068</td>
<td>Harland Technologies</td>
<td>Scantron Machines Maintenance Contracts</td>
</tr>
<tr>
<td>1069</td>
<td>Home Depot Credit Services</td>
<td>Maintenance &amp; Operations</td>
</tr>
<tr>
<td>1070</td>
<td>Horswill Mederos &amp; Soares</td>
<td>Administrative Services</td>
</tr>
<tr>
<td>1071</td>
<td>I.M.P.A.C. Government Services</td>
<td>CalCard Purchases</td>
</tr>
<tr>
<td>1072</td>
<td>Ikon Financial Services</td>
<td>Duplications</td>
</tr>
<tr>
<td>1073</td>
<td>J.E. Higgins Lumber Co.</td>
<td>Project House</td>
</tr>
<tr>
<td>1074</td>
<td>JobElephant.com</td>
<td>Human Resources</td>
</tr>
<tr>
<td>1075</td>
<td>JobElephant.com</td>
<td>Human Resources</td>
</tr>
<tr>
<td>1076</td>
<td>Kern Community College District</td>
<td>H.S.I.- Coop</td>
</tr>
<tr>
<td>1077</td>
<td>Kone Inc.</td>
<td>Maintenance &amp; Operations</td>
</tr>
<tr>
<td>1078</td>
<td>Kris Goodman Ag Services</td>
<td>VTEA II-C</td>
</tr>
<tr>
<td>1079</td>
<td>Latronico Communications</td>
<td>Public Information &amp; VTEA II-C</td>
</tr>
<tr>
<td>1080</td>
<td>Latronico Communications</td>
<td>BA Partnership Grant &amp; Public Information</td>
</tr>
<tr>
<td>1081</td>
<td>Matta Communications</td>
<td>Student Services Mandated Costs &amp; TANF</td>
</tr>
<tr>
<td>1082</td>
<td>Mediacat, LLC</td>
<td>Health Services</td>
</tr>
<tr>
<td>1083</td>
<td>Moseley, William</td>
<td>State Leadership / Reedley</td>
</tr>
<tr>
<td>1084</td>
<td>MTC Software</td>
<td>VTEA II-C</td>
</tr>
<tr>
<td>1085</td>
<td>Office Depot</td>
<td>Office Supplies</td>
</tr>
<tr>
<td>1086</td>
<td>Office Depot</td>
<td>Office Supplies</td>
</tr>
<tr>
<td>1087</td>
<td>Office Depot</td>
<td>Office Supplies</td>
</tr>
<tr>
<td>1088</td>
<td>Office Depot</td>
<td>Office Supplies</td>
</tr>
<tr>
<td>1089</td>
<td>Oxford University Press</td>
<td>Instructional Equipment - Ongoing</td>
</tr>
<tr>
<td>1090</td>
<td>Price, Stephen</td>
<td>H.S.I. Coop</td>
</tr>
<tr>
<td>Account Number</td>
<td>Description</td>
<td>Amount</td>
</tr>
<tr>
<td>----------------</td>
<td>--------------------------------------------------</td>
<td>------------</td>
</tr>
<tr>
<td>1091</td>
<td>ProcessTec Inc. Advanced Manufacturing Program</td>
<td>4,320.00</td>
</tr>
<tr>
<td>1092</td>
<td>Ramirez, Kevin M. Board of Trustees Workshop</td>
<td>2,113.96</td>
</tr>
<tr>
<td>1093</td>
<td>Ran Graphics Inc. Public Information</td>
<td>21,178.32</td>
</tr>
<tr>
<td>1094</td>
<td>Rodriguez Auto Repair Police Academy</td>
<td>1,058.67</td>
</tr>
<tr>
<td>1095</td>
<td>State of California EDD State Unemployment Insurance</td>
<td>4,282.36</td>
</tr>
<tr>
<td>1096</td>
<td>State of California PERS PERS Payable</td>
<td>133,572.49</td>
</tr>
<tr>
<td>1097</td>
<td>State Teachers Retirement System STRS Payable - March Preliminary 97%</td>
<td>286,203.89</td>
</tr>
<tr>
<td>1098</td>
<td>State Teachers Retirement System STRS Payable - March Buybacks</td>
<td>2,925.08</td>
</tr>
<tr>
<td>1099</td>
<td>State Teachers Retirement System STRS Payable - March Final 3%</td>
<td>8,851.62</td>
</tr>
<tr>
<td>1100</td>
<td>State Teachers Retirement System STRS Payable - April 97% Preliminary</td>
<td>310,760.87</td>
</tr>
<tr>
<td>1101</td>
<td>State Teachers Retirement System STRS Payable - April Buybacks</td>
<td>2,925.08</td>
</tr>
<tr>
<td>1102</td>
<td>Strata Information Group Computer Services</td>
<td>13,983.36</td>
</tr>
<tr>
<td>1103</td>
<td>Sun Life Assurance Co. of Canada Life Insurance Payable</td>
<td>5,307.00</td>
</tr>
<tr>
<td>1104</td>
<td>SVM, LP</td>
<td>5,018.95</td>
</tr>
<tr>
<td>1105</td>
<td>Sysco of Central California Child Development Center</td>
<td>1,333.74</td>
</tr>
<tr>
<td>1106</td>
<td>TCOVE Perishable Skills - April Lease</td>
<td>2,860.00</td>
</tr>
<tr>
<td>1107</td>
<td>TCOVE Career Tech - April Lease</td>
<td>1,675.00</td>
</tr>
<tr>
<td>1108</td>
<td>TCOVE Perishable Skills - Skid Car Resurfacing</td>
<td>12,798.00</td>
</tr>
<tr>
<td>1109</td>
<td>TCOVE Perishable Skills - May Lease</td>
<td>2,860.00</td>
</tr>
<tr>
<td>1110</td>
<td>TCOVE Career Tech - May Lease</td>
<td>1,675.00</td>
</tr>
<tr>
<td>1111</td>
<td>Troxell Communications Inc. VTEA II-C</td>
<td>2,483.26</td>
</tr>
<tr>
<td>1112</td>
<td>Tulare Co. Schools Insurance Workers Compensation Payable</td>
<td>73,090.74</td>
</tr>
<tr>
<td>1113</td>
<td>Tulare County Office of Education CalWorks</td>
<td>14,540.61</td>
</tr>
<tr>
<td>1114</td>
<td>Tulare County Office of Education CalWorks</td>
<td>11,437.19</td>
</tr>
<tr>
<td>1115</td>
<td>United Parcel Service Postage</td>
<td>1,972.20</td>
</tr>
<tr>
<td>1116</td>
<td>United Refrigeration Inc. Maintenance &amp; Operations</td>
<td>2,220.84</td>
</tr>
<tr>
<td>1117</td>
<td>US Bank Trust N.A. COP Payments</td>
<td>328,922.92</td>
</tr>
<tr>
<td>1118</td>
<td>Valley Pacific Petroleum Service Transportation</td>
<td>1,390.14</td>
</tr>
<tr>
<td>1119</td>
<td>Valley Pacific Petroleum Service Transportation</td>
<td>1,295.60</td>
</tr>
<tr>
<td>1120</td>
<td>Valley Pacific Petroleum Service Transportation</td>
<td>1,404.41</td>
</tr>
<tr>
<td>1121</td>
<td>Valley Pacific Petroleum Service Transportation</td>
<td>1,060.24</td>
</tr>
<tr>
<td>1122</td>
<td>Viking Ready Mix Co., Inc. Project House</td>
<td>5,510.46</td>
</tr>
<tr>
<td>1123</td>
<td>Vintage Press Restaurante Planning &amp; Policy Making</td>
<td>1,482.00</td>
</tr>
<tr>
<td>1124</td>
<td>Visalia Lumber Co. Project House</td>
<td>1,117.68</td>
</tr>
<tr>
<td>1125</td>
<td>Visalia Lumber Co. Project House</td>
<td>8,661.49</td>
</tr>
<tr>
<td>1126</td>
<td>VoxPop Influentials Public Information</td>
<td>1,622.00</td>
</tr>
<tr>
<td>1127</td>
<td>Will Tiesiera Ford Mercury Transportation</td>
<td>1,638.96</td>
</tr>
<tr>
<td>1128</td>
<td>Windmill Propane Inc. Utilities</td>
<td>1,066.81</td>
</tr>
</tbody>
</table>

If you have any questions concerning these payments, please contact Donna Robinson, Accounts Payable office, Telephone No. 730-3791, by Monday at noon.
Issue

The California Education Code Section 72023.5 states that each year no later than May 15, the Board of Trustees of each community college district must review certain privileges of the Student Trustee of the District.

Background

On or before May 15 of each year, the Board shall consider whether to afford the student member any of the following privileges:

1. To make and second motions.
2. To attend closed sessions, other than closed sessions on personnel or collective bargaining matters;
3. To serve a term commencing on May 15 or June 1.

Recommended Action

It is recommended that the Board of Trustees continue to grant the Student Trustee the same privileges as in past years: 3. To serve a term commencing on June 1, 2007.
EVALUATION OF THE BOARD OF TRUSTEES

Status: Action Scheduled

Presented by: Bill Scroggins
President

Issue

An annual performance evaluation of the Board of Trustees is called for in Board Policy 1003.

Background

The Board completed its last evaluation in the fall of 2006. Board Policy 1003—Evaluation of the Board of Trustees states that “a committee of the Board shall be appointed no later than May or June to determine the instrument or process to be used in the board self-evaluation.”

Recommended Action

It is recommended the Board of Trustees appoint a committee to determine the instrument or process to be used in the Board’s 2007 self-evaluation.
EVALUATION OF THE BOARD OF TRUSTEES

The Board of Trustees acknowledges the importance of meeting its responsibilities as a body of elected officials for effective institutional governance.

To this end, the Board of Trustees shall conduct a performance review of its stewardship regularly, but no less often than once a year. The intent of this Board review shall be to strengthen its performance, identify and reach consensus on its goals, ensure board members have a clear grasp of their responsibilities, and clarify expectations among board members and the Superintendent/President.

The Board of Trustees performance review shall be the responsibility of the President of the Board to plan and organize. It shall be planned and conducted in such a way that the Board of Trustees and the Superintendent/President can decide on explicit actions for subsequent consideration. These shall be summarized in writing within a reasonable time and distributed to all Board members, with the aid and assistance of the Superintendent/President.

The self-assessment process will include:

A. The completion of a self-assessment instrument by each member of the Board.
B. A discussion of the compilation of the results.
C. The development of a set of goals for the next year (or next two years).

A committee of the Board shall be appointed no later than May or June to determine the instrument or process to be used in the board self-evaluation. Any evaluation instrument shall incorporate criteria contained in these Board policies regarding board operations, as well as criteria defining board effectiveness promulgated by recognized practitioners in the field.

A summary of the evaluations will be presented and discussed at a regular board session. The results will be used to identify accomplishments in the past year and goals for the following year.

Reference: Accreditation Standard IV.B.1.e & g
Adopted: May 15, 2006
REVISION OF COS MISSION STATEMENT

Status: Action Scheduled

Presented by: Bill Scroggins
President

Issue

College Council annually reviews the College’s Mission Statement to determine whether it accurately reflects the institution’s broad educational purposes.

Background

The current COS Mission Statement was revised in 2005 to meet the Accreditation Standard of the Western Association of Schools and Colleges and approved by the Board of Trustees on January 23, 2006. College Council recommended minor changes in the Mission Statement.

Analysis

An institution’s Mission states its purpose. It communicates both internally and externally what is important to the institution and where its resources will be expended. It also provides the foundation for measuring institutional effectiveness because it is central to institutional planning and decision making.

Implications

The proposed revision to the COS Mission Statement reflects the broad educational purposes of our community college.

Recommended Action

It is recommended that the Board of Trustees approve the revised Mission Statement.
College of the Sequoias
Mission Statement

Proposed Changes

College of the Sequoias is a comprehensive community college focused on student learning that leads to productive work, lifelong learning, and community involvement.

College of the Sequoias affirms that our mission is to help our diverse student population achieve their transfer and/or occupational objectives and to advance the economic growth and global competitiveness of business and industry within our region.

College of the Sequoias is committed to supporting students' mastery of basic skills and to providing programs and services that foster student success.

Therefore, our mission focuses on preparing students for productive work, lifelong learning, and community involvement.

Revised Mission Statement

College of the Sequoias is a comprehensive community college focused on student learning that leads to productive work, lifelong learning and community involvement.

College of the Sequoias affirms that our mission is to help our diverse student population achieve their transfer and/or occupational objectives and to advance the economic growth and global competitiveness of business and industry.

College of the Sequoias is committed to supporting students' mastery of basic skills and to providing programs and services that foster student success.

May 2007
Issue

Education Code Section 76355 provides the governing board of a community college district the option of increasing the student health service fee by the same percentage as the increase in the Implicit Price Deflator Index for State and Local Government Purchase of Goods and Services. Whenever that calculation produces an increase of one dollar above the existing fee, the student health fee may be increased by $1.00.

Background

The Implicit Price Deflator Index has now increased enough since the last fee increase of spring semester 2006 to support a one dollar increase in the student health fee. Effective with the fall semester of 2007, the district may begin charging $16.00, with the summer fee of $12.00.

Analysis

College of the Sequoias currently charges a student health fee of $15.00 per semester and $11.00 for summer semester. Costs continue to increase for supplies and provision of services. Mandated health cost claims require Districts to charge the maximum allowable health fee to be eligible for a mandated health cost claim.

Implications

This modest increase in the student health fee will provide the opportunity to address rising costs, allow expansion of services and qualify for mandated health cost claims.

Recommended Action

It is recommended that the Board approve an increase in the student health fee to $16.00 per semester and $12.00 for summer semester beginning with fall semester 2007.
COLLEGE OF THE SEQUOIAS COMMUNITY COLLEGE DISTRICT
Board of Trustees Meeting
May 14, 2007

COS CLASSIFIED EMPLOYEES
INITIAL COLLECTIVE BARGAINING PROPOSALS

Status: Action Scheduled
Presented by: John W. Bratsch
Dean, Human Resource Services / Legal Affairs

Issue
In November of 2006, the District and CSEA settled on a multi-year contract for the 2006-2007, 2007-2008 and 2008-2009 academic years. However, pursuant to the contract, both sides agreed that salary (Article VIII) and Health and Welfare Benefits (Article X) would be automatic re-openers. The sunshining of these re-openers shall occur at the May 2007 Board meeting.

Background
In accordance with applicable provisions of the California Government Code, the Board should acknowledge these proposals from the District and CSEA as the first step in the process for collective bargaining. The re-opener proposals will be available for review by the general public in the Human Resources Department, Room 410, 915 South Mooney Blvd. between the hours of 8:00 a.m. and 4:30 p.m. until the next Board meeting in June 2007.

Implications
At the June Board of Trustees meeting, a public hearing will be held to provide members of the public an opportunity to address the Board on comments and/or concerns. It is only after this "sunshine" process that negotiations may be conducted.

Recommended Action
It is recommended that the Board acknowledge receipt of these initial proposals from the District and CSEA.

It is also recommended that the Board announce the availability of these proposals in the Human Resource Services Office for public review.

It is further recommended that the Board announce a public hearing on the District and CSEA’s initial proposals to be scheduled at the June 2007 Board meeting.
Issue

Approval of new curriculum as required by Title 5.

Background

As required by Title 5, 55100(b), “If an educational program has been approved by the Chancellor, the Governing Board of a District shall establish policies for, and may approve individual courses as part of an approved program.” Section 55100(a) states these courses must be approved before the course is offered by the college.

The attached list of new, modified, and deleted curriculum has been approved by the college-wide Curriculum Committee and the Academic Senate.

Recommended Action

It is recommended the Board approve the attached list of courses as part of the college’s curriculum.
TO: Board of Trustees
FROM: Mr. Dale E. Norton, Interim Vice President, Academic Services
DATE: April 27, 2007
RE: Request for Curriculum Approval by Board of Trustees

New, Modified and Deleted courses approved by the Curriculum Committee and Academic Senate in April, 2007.

1. CHLD 299, Our Diverse World – The Annual Multicultural Conference for Early Childhood Educators - .5 unit - NEW
   Description: This course is a two-day child development conference held in Kings County from 9:00 a.m. to 5:00 p.m. on Friday, October 19, 2007 and Saturday, October 20, 2007. The specific focus of this conference is providing care and/or education to the young children of multicultural and biracial families.
   Lecture Hrs 8.5
   Homework Hrs 17
   TOTAL Course Hrs 25.5

2. CHLD 199, (S198), After-School Enrichment – 4 units – NEW
   Description: The course is a study in literacy/numeracy based on after-school enrichment programs held in schools. It is designed to include social and cognitive development of school-age children, curriculum development, enrichment activities and classroom management.
   Lecture Hrs/Wk 4
   Activity Hrs/Wk .5
   Homework Hrs/Wk 8
   TOTAL Hrs/Wk 12.5

3. IT 299, (S206), Special Topics in Industrial Technology – 2 units – NEW
   Description: A survey course designed for student research projects for careers in the automotive, industrial maintenance, information technology, construction technology and related fields.
   Lecture Hrs/Wk 2
   Homework Hrs/Wk 2
   TOTAL Hrs/Wk 4

4. CHLD 199, (S131), Play and Guidance – 3 units – NEW
   Description: The course will focus on the importance of play for young children and how early learning environments allow play through age appropriate materials, equipment and activities promote and foster the social, emotional and cognitive development of young children. The class will explore how the early learning environment impacts not only learning but all affect the behavior of young children.
Students will learn age appropriate methods and strategies to respond to children’s behavior and how to promote prosocial behavior. Students will learn about the role of the caregiver and how to design and develop an early learning environment.

Lecture Hrs/Wk 3
Homework Hrs/Wk 6
TOTAL Hrs/Wk 9

5. CHLD 299, (S148), Mentor Seminars Fall 2007 - .5 unit – NEW
Description: This course is a short term class that provides professional growth training to the COS Early Childhood Mentors on various child development topics.

Lecture Hrs 9
Homework Hrs 17
TOTAL Course Hours 26

6. ENGL 253, (S199), Reading for Enrichment – DELETION
Justification: This course has not been taught for many years.

7. ENGL 270, (S200), Reading Instruction K-12 – DELETION
Justification: course has not been taught for many years.

8. ENGL 275, (S201), Writing Mechanics – DELETION
Justification: course has not been taught for many years.

9. SPAN 24, (S202), Span 4 for Bilingual Student – DELETION
Justification: This course has not been offered for many years and Spanish 4 is an equivalent course.

10. AG 205, (S65), Careers in the Ag Industry – 1 unit – MODIFIED
Description: Objective of course is to encourage students to research career opportunities in the agriculture industry and prepare students to seek job opportunities, prepare resume, portfolios and conduct job interviews. This is a short-term course.

Lecture Hrs/Wk 3
Lab Hrs/Wk 1
Homework Hrs/Wk 2
TOTAL Course Hrs 16

11. BUS 119, (S70), Quantitative Methods – 3 units – MODIFIED
Description: This is an introductory course for Business Administration majors designed to develop an appreciation of the value of quantitative methods in decision-making by formulation and solution of common business problems. Topics include linear models, matrix algebra, linear programming, finance, and an introduction to probability.

Lecture Hrs/Wk 3
Homework Hrs/Wk 6
TOTAL Hrs/Wk 9

12. CHLD 120, (S133), Early Literacy in ECE – 1 unit – NEW
Description: Research based principles and practices for providing children ages 3 through 5 a strong foundation in early literacy development to include developmental writing, using strategies within a developmentally appropriate approach in the
preschool setting.
Lecture Hrs/Wk 1
Homework Hrs/Wk 2
TOTAL Hrs/Wk 3

13. CHLD 121, (S134), Curriculum Development in ECE – 1 unit – NEW
Description: Research based principles and practices in the development of curriculum, assessment, and instruction as a foundation for quality ECE programs in providing children ages 3 through 5 a strong foundation in early reading, writing, and mathematics.
Lecture Hrs/Wk 1
Homework Hrs/Wk 2
TOTAL Hrs/Wk 3

14. CHLD 122, (S135), Promoting Oral Language in ECE – 1 unit – NEW
Description: Research based principles and practices for providing children age 3 through 5 a strong foundation in early language development using strategies within a developmentally appropriate approach in the preschool setting.
Lecture Hrs/Wk 1
Homework Hrs/Wk 2
TOTAL Hrs/Wk 3

15. CHLD 123, (S136), Dual Language Learners in ECE – 1 unit – NEW
Description: Research-based principles and practices in second language development to promote language, literacy, and learning as a foundation for quality ECE programs in providing children ages 3-5 years a strong foundation in early reading.
Lecture Hrs/Wk 1
Homework Hrs/Wk 2
TOTAL Hrs/Wk 3

16. FASH 160AB, (S92), Clothing Construction – 3 units – MODIFIED
Description: This class teaches the principles of clothing construction from pattern to completed garment, with an emphasis on fabric performance, fit and construction techniques for both knit and woven fabrics.
Lectures Hrs/Wk 2
Lab Hrs/Wk 3
Homework Hrs/Wk 4
TOTAL Hrs/Wk 9

17. FASH 161AB, (S128), Tailoring – 3 units – MODIFIED
Description: The study of traditional and modern tailoring techniques for constructing a coat or suit jacket. Basic clothing construction experience is advised; a local fabric store field trip is required and the course may be repeated once.
Lecture Hrs/Wk 2
Lab Hrs/Wk 3
Homework Hrs/Wk 4
TOTAL Hrs/Wk 9

18. FASH 162, (F129), Creative Pattern Design – 3 units – MODIFIED
Description: A study of apparel design using flat pattern techniques, including design, drafting and construction of garments, of special interest to fashion design certificate students and major, home seamstress.

Lecture Hrs/Wk 2
Lab Hrs/Wk 3
Homework Hrs/Wk 2
TOTAL Hrs/Wk 7

19. HSRV 121, Interviewing – 4 units – MODIFIED
Description: Methods and techniques of interviewing for social workers. Students will learn how to obtain appropriate client and social information by being sensitive and objective with respect to needs. Students will identify and describe problems in interviewing children, the disabled and the aged.

Lecture Hrs/Wk 3
Lab Hrs/Wk 2
Homework Hrs/Wk 7
TOTAL Hrs/Wk 12

20. ITEC 274, Electric Motor Controls – 3 units – MODIFIED
Description: This course fulfills the necessary education and background in the motor control field of programmable controllers for maintenance electricians. The student will learn the coding, numbering, wiring methods and programming of motor controllers. The student will learn how to design ladder diagrams from a hard wired diagram or from a sequence of operation.

Lecture Hrs/Wk 4
Lab Hrs/Wk 2
Activity Hrs/Wk 1
Homework Hrs/Wk 6
TOTAL Hrs/Wk 13

21. MUS 114, History of Rock & Roll – 3 units – NEW
Description: This course is a general overview of Rock and Roll music and includes study of the impact of Rock and Roll on social, economic, cultural and political structures, as well as a chronological history of Rock music. No previous musical training is necessary.

Lecture Hrs/Wk 3
Homework Hrs/Wk 6
TOTAL Hrs/Wk 9

22. NURS 152, (F80), Promoting Perinatal Wellness – 4 units – MODIFIED
Description: This course is completed during the second semester of the Registered Nursing Program. It consists of study and application of theory to clinical care of the childbearing family, including maintaining and promoting optimal wellness. It includes concepts of perinatal care. The Progressive themes of the Nursing program are applied through the nursing process to attain the client’s optimal well-being.

Lecture Hrs/Wk 2
Lab Hrs/Wk 12
Homework Hrs 40
TOTAL Hrs for Course 245
23. **NURS 153, (F81), Promoting Pediatric Wellness – 4 units – MODIFIED**

*Description:* This course is completed during the second semester of the Registered Nursing Program. It consists of study and application of theory to clinical care of the pediatric client and family, including maintaining and promoting optimal wellness. The progressive themes of the Nursing program are applied through the nursing process to attain the client’s optimal well-being.

Lecture Hrs/Wk 2  
Lab Hrs/Wk 12  
Homework Hrs/Wk 40  
TOTAL Course Hrs 245

24. **NURS 154, (F82), Promoting Mental Wellness – 4 units – MODIFIED**

*Description:* This course is completed during the second semester of the Registered Nursing program. It consists of the study and application of theory to the clinical care of the psychiatric client. It focuses on promoting optimal mental wellness and restoration of health. The progressive themes of the nursing program are applied through the nursing process to attain the client’s optimal mental well-being.

Lecture Hrs/Wk 2  
Lab Hrs/Wk 12  
Homework Hrs/Wk 40  
TOTAL Course Hrs 245

25. **PHIL 5, (S34), Ethics – 3 units – MODIFIED**

*Description:* A study of individual and societal moral choices with respect to issues such as lying, abortion, and euthanasia. Theoretical approaches include contract theory, utilitarianism, deontology and character ethics.

Lecture Hrs/Wk 3  
Homework Hrs/Wk 6  
TOTAL Hrs/Wk 9


*Description:* This course will provide the students with theories, concepts and skills used in the advanced applications for programmable logic controllers.

Lecture Hrs/Wk 3  
Lab Hrs/Wk 2  
Homework Hrs/Wk 6  
TOTAL Hrs/Wk 11

27. **WELD 181, (S114), Blueprint Reading & Metallurgy – 3 units – MODIFIED**

*Description:* The course combines blueprint reading relating to welded assemblies, ferrous metal identification and preparation for the student entering the fabrication, construction or welding engineering fields.

Lecture Hrs/Wk 3  
Homework Hrs/Wk 6  
TOTAL Hrs/Wk 9

**Clarification of Previously Approved Curriculum**

Computer Web Technician – Skill Certificate - DELETED. This skill certificate was also reported as modified on the same memo to Academic Senate. That was an error; this specific certificate has been deleted by the Business Division.
cc: Joni Jordan, Curriculum Committee Chairperson  
Steve Natoli, Academic Senate  
Greg Keen, Articulation Officer  
Gail Robinson, Curriculum Librarian  
Appropriate Division Chairs  

Eh/Word/Memo from Academic Services
RESOLUTION FOR SIGNATURES
DISTRICT BANK ACCOUNTS
(Resolution 2007-13)

Status: Action Scheduled (Roll Call Vote)

Presented by: Rod Frese, Ph.D.
Vice President, Administrative Services

Issue


- Add: Leangela Garcia, Categorical Accounting Officer (effective May 15, 2007)

Background

All District bank accounts require bank signature cards.

Recommended Action

It is recommended that the Board of Trustees adopt Resolution 2007-13.
WHEREAS, College of the Sequoias Community College District has bank accounts with the tax identification number 94-6003004; and

WHEREAS, the District has approximately 15 bank accounts as part of its regular and on-going business and requires the signature of two District employees.


• Add Leangela Garcia, Categorical Accounting Officer (effective May 15, 2007)

The foregoing resolution was adopted upon the motion of Trustee ____________________, seconded by Trustee ______________ at a regular meeting of the Board of Trustees on the 14th day of May, 2007, by the following vote:

Ayes: ____________________

Noes: ____________________

Abstentions: ____________________

Absent: ____________________

I, William T. Scroggins, Secretary of the Board of Trustees, do hereby certify that the foregoing is a full, true and correct copy of a resolution passed and adopted by the Board at regularly called and conducted meeting held on said date.

Signed ____________________

William T. Scroggins, Secretary of Board of Trustees
Issue

During the construction of the new Science Center project, there were occasions whereby changes were necessary in order to mitigate problems or to add amenities to the building as per District request. These changes were made to the HVAC and Finish Flooring portions of the project, which were previously approved by the Architect, Construction Manager, Contractor and District representative.

Background

At the December 2005 meeting, the Board authorized the District to award the bids for the Science Center project. Utilizing the Construction Management – multiple prime method for construction, there are 32 separate contracts for the project.

This project is now 88% complete and occupants are scheduled to move in during the summer 2007.

Analysis

For the HVAC contract, change order No.1 represents Two (2) items totaling $47,052.00 and modifies the contract for American Incorporated of Visalia as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Original Contract:</td>
<td>$2,149,000.00</td>
</tr>
<tr>
<td>Change Order #1:</td>
<td>$47,052.00</td>
</tr>
<tr>
<td>Revised Contract:</td>
<td>$2,262,067.00</td>
</tr>
</tbody>
</table>
For the Finish Flooring contract, change order No.2 represents One (1) item totaling $6,965.00 and modifies the contract for Better Flooring, Inc. of Fresno as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Original Contract:</td>
<td>$107,142.00</td>
</tr>
<tr>
<td>Revised Contract After Change Order #1:</td>
<td>$109,891.00</td>
</tr>
<tr>
<td>Change Order #2:</td>
<td>$6,965.00</td>
</tr>
<tr>
<td>Re-revised Contract:</td>
<td>$116,856.00</td>
</tr>
</tbody>
</table>

**Recommended Action**

It is recommended that the Board of Trustees approve the change orders for the HVAC and Finished Flooring portions of the new Science Center project.
<table>
<thead>
<tr>
<th>Change Description</th>
<th>Net Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Because the concrete failed a moisture test, the Owner requests contractor to install Fritz FA-88 adhesive throughout the building to insure proper installation of the VCT (Vinyl Covered Tile)</td>
<td>$6,965.00</td>
</tr>
</tbody>
</table>

**Total:** $6,965.00

- **The Original Contract Sum was:** $107,142.00
- **Net Change by Previously Authorized Requests and Changes:** $0.00
- **The Contract Sum Prior to This Change Order was:** $109,891.00
- **The Contract Sum Will be Increased:** $6,965.00
- **The New Contract Sum Including This Change Order:** $116,856.00
- **The Contract Time Will Not Be Changed:**

**The Date of Completion as of this Change Order Therefore is:** 5/17/2007

**ACCEPTED:**

Better Flooring  
Klassen Corporation  
Division of State Architect

By: ________________  
Mark Kerkochian  
Date: ________________

By: ________________  
Ed Childres  
Date: ________________

Spencer/Hoskins  
College of the Sequoias

By: ________________  
Spencer Hoskins  
Date: ________________

By: ________________  
Eric Mittlestead  
Date: ________________
# CHANGE ORDER

**TITLE:** HVAC, Controls and Sheet Metal  
**PROJECT:** NEW SCIENCE CENTER  
**TO:** AMERICAN INCORPORATED  
**ATTN:** Clarence Schraa

## DESCRIPTION OF CHANGE

<table>
<thead>
<tr>
<th>Doc No</th>
<th>Description</th>
<th>Net Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>012</td>
<td>Owner requests contractor to provide and install lead flashing and scuppers, plus solder around 100 anchors for the mechanical screen</td>
<td>$6,052.00</td>
</tr>
<tr>
<td>015</td>
<td>Owner requests contractor to provide and install the equipment screen on the buildings roof</td>
<td>$41,000.00</td>
</tr>
</tbody>
</table>

**Total:** $47,052.00

<table>
<thead>
<tr>
<th>Description</th>
<th>Net Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Original Contract Sum was</td>
<td>$2,149,000.00</td>
</tr>
<tr>
<td>Net Change by Previously Authorized Requests and Changes</td>
<td>$0.00</td>
</tr>
<tr>
<td>The Contract Sum Prior to This Change Order was</td>
<td>$2,215,015.00</td>
</tr>
<tr>
<td>The Contract Sum Will be Increased</td>
<td>$47,052.00</td>
</tr>
<tr>
<td>The New Contract Sum Including This Change Order</td>
<td>$2,262,067.00</td>
</tr>
<tr>
<td>The Contract Time Will Not Be Changed</td>
<td></td>
</tr>
<tr>
<td>The Date of Completion as of this Change Order Therefore is</td>
<td>5/17/2007</td>
</tr>
</tbody>
</table>

## ACCEPTED:

**AMERICAN INCORPORATED**  
By: Clarence Schraa  
Date: 

**Spencer/Hoskins College of the Sequoias**  
By: Spencer Hoskins  
Date: 

**Klassen Corporation Division of State Architect**  
By: Ed Childres  
Date: 
RESOLUTION OF THE BOARD OF TRUSTEES
TO DECLARE CONSTRUCTION OF THE SCIENCE BUILDING AN EMERGENCY

(Resolution 2007-16)

Status: Action Scheduled (Roll Call Vote)

Presented by: Rod Frese, Ph.D.
Vice President, Administrative Services

Issue

The District’s Science Building is under construction and close to being completed. However, it appears that a number of issues will delay the availability to beyond the start of the 2007 Summer Session.

Background

The John Muir Building (Science) is having pressing problems with sewer feeds, window glazing, aluminum sashes and door frames, locks, and changes in instructional equipment and furniture caused by unforeseen problems with infrastructure and last minute changes in the science equipment needs. Delays are pushing completion past the start of the 2007 Summer Session when the Science Building is scheduled for classes. Going to formal bid for unexpected construction work, corrections in the building and equipment will delay the availability of the building.

Recommended Action

It is recommended that the Board of Trustees declare construction of the Science Building an emergency of the District. This action will allow the District to order the necessary equipment in the appropriate manner as deemed necessary to expedite the completion of the Science Building as expeditiously as possible.
RESOLUTION NO. 2007-16

RESOLUTION OF THE BOARD OF TRUSTEES TO DECLARE CONSTRUCTION OF THE SCIENCE BUILDING AN EMERGENCY

WHEREAS, the college district has a Science Building under construction which is needed for science classes for the 2007 Summer Session;

WHEREAS, the Science Building has had significant problems with a sewer feeds, window glazing, aluminum sashes and door frames, locks and changes in instructional equipment and furniture caused by unforeseen problems with infrastructure and last minute changes in the science instructional needs;

WHEREAS, failure to have these items and others corrected by the start of classes will affect the quality or capacity to provide equipment instruction;

THEREFORE, BE IT RESOLVED, that the Board of Trustees declares the Science Building an emergency of the District, therefore allowing the District to order the necessary equipment in the appropriate manner as deemed necessary to expedite the completion of the Science Building so instruction may occur.

The foregoing resolution was adopted upon the motion of Trustee ________________, seconded by Trustee ________________ at a regular meeting of the Board of Trustees on the 14th day of May 2007 by the following vote:

Ayes:

Noes:

Abstentions:

Absent:

I, Bill Scroggins, Secretary of the Board of Trustees, do hereby certify that the foregoing is a full, true and correct copy of a resolution passed and adopted by the Board at regularly called and conducted meeting held on said date.

Signed ________________________________

Bill Scroggins, Secretary, Board of Trustees
2006-2007 DELAY OF SALE OF SURPLUS TULARE CAMPUS LAND
(Resolutions 2007-14 and 2007-15)

Status: Action Scheduled (Roll Call Vote)
Presented by: Rod Frese, Ph.D.
Vice President, Administrative Services

Issue

At the regularly scheduled meeting held January 23, 2006, the Board took action to sell 103.51 acres of the COS Tulare campus, but due to a declining real estate market the District requests to delay the sale of said surplus acreage. The 103.51 acres are located at the southwest corner of Bardsley Avenue between Oakmore (Road 124) and Hunsaker (Road 132), Tulare California.

Background

The proceeds from the sale of the property were to be used to augment the funding needed for capital projects as approved by the Governing Board and Chancellor’s Office. The proceeds of the sale are needed as follows:

$4.2 million for the Science Building
$3.4 million for the Vocational Technical Building being constructed in Hanford

The current real estate market is very slow for land developers and with the advice of the District’s consultant on land issues, the recommendation is that now is not an appropriate time to sell the 103.51 acres located in Tulare.

Recommended Action

It is recommended that the Board of Trustees reject any and all bids at this time and delay the sale of the 103.51 acres of Tulare to a time when the real estate market improves.
RESOLUTION OF THE BOARD OF TRUSTEES
COLLEGE OF THE SEQUOIAS COMMUNITY COLLEGE DISTRICT
RESOLUTION NO. 2007-14

WHEREAS, the College of the Sequoias Community College District met to conduct the sale of the land consisting of approximately 103.51 acres located in the County of Tulare, pursuant to Resolution No. 2007-09; and

WHEREAS, the Board of Trustees has been notified that no bids have been received for the purchase of the property pursuant to Resolution No. 2007-09 and thereafter, the Board of Trustees discussed the proper action to take that would be in the best interest of the College District and the Public at Large, and has determined that it would be in the best public interest to withdraw the property from the sale at this time;

NOW, THEREFORE, BE IT RESOLVED THAT the College of the Sequoias Community College District Board of Trustees declares that it is in the best interest to postpone the property from the sale at this time given the facts and circumstances discussed by the Board of Trustees, and that no further sale date shall be determined at this time pursuant to Education Code Section 81375;

The foregoing action was taken upon the motion of Trustee ______________________ and seconded by Trustee ______________________ at the regular meeting of the governing Board on this 14th day of May, 2007, by the following vote:

Ayes:

Noes:

Abstentions:

Absent:

I, Bill Scroggins, Secretary of Board of Trustees, do hereby certify that the foregoing is a full, true and correct copy of action taken by the Board of Trustees passed and adopted by the Board at a regularly called and conducted meeting held on May 14, 2007.

________________________________________
Bill Scroggins, Secretary of Board of Trustees
RESOLUTION OF THE BOARD OF TRUSTEES
COLLEGE OF THE SEQUOIAS COMMUNITY COLLEGE DISTRICT
RESOLUTION NO. 2007-15

WHEREAS, the College of the Sequoias Community College District met to conduct the sale of the land consisting of approximately 103.51 acres located in the County of Tulare, pursuant to Resolution No. 2007-09; and

WHEREAS, the Board of Trustees received the following bids for purchase of property:

<table>
<thead>
<tr>
<th>Bidder</th>
<th>Amount of Bid</th>
</tr>
</thead>
</table>

WHEREAS, after receiving the above-mentioned bids, the Board of Trustees discussed the proper action to take which would be in the best interests of the College District and the Public at Large, and has determined that it is in the best public interest to reject all of the above-mentioned bids and further to withdraw the property from the sale at this time in order to review all other options available to the College District;

NOW, THEREFORE, BE IT RESOLVED THAT the College of the Sequoias Community College District Board of Trustees declares by this resolution that they reject all of the bids obtained pursuant to Resolution No. 2007-09 and authorize under Education Code Section 81375;

IT IS FURTHER RESOLVED THAT the College of the Sequoias Community College District declares that it is in the best public interest to postpone the property from sale at this time given facts and circumstances discussed by the Board of Trustees and that no further sale date shall be determined at this time.

The foregoing action was taken upon the motion of Trustee ________________ and seconded by Trustee ______________________________ at the regular meeting of the / / / / / / / / / / / / / / / / / /
governing Board on this 14th day of May, 2007, by the following vote:

Ayes: 

Noes:  

Abstentions:  

Absent:  

I, Bill Scroggins, Secretary of Board of Trustees, do hereby certify that the foregoing is a full, true and correct copy of action taken by the Board of Trustees passed and adopted by the Board at a regularly called and conducted meeting held on ________________, 2007.

__________________________________________
Bill Scroggins, Secretary of Board of Trustees
Issue

The California Community College Chancellor’s Office is charged with oversight responsibility for financial accountability for each of the 72 community college districts.

Background

California Education Code requires that the Chief Executive Officer of each community college district, prepare quarterly financial condition reports for the governing board to review and to be entered into the minutes of its meetings.

Analysis

The District regularly submits copies of the certified quarterly financial report to the County Superintendent and the Chancellor’s Office no later than 45 calendar days following the end of the first three quarters and no later than August 31 for the fourth quarter.

Implications

The CCFS-311Q Financial Report projects an ending fund balance for 6-30-07 of $4,303,446.00 and the 6-30-2006 ending fund balance was $2,980,563.00.

Recommended Action

Quarterly report for review and to be entered into minutes. Board action is not required.
California Community Colleges
Quarterly Financial Status Report, CCFS-311Q Fiscal Year: 2006-07

District: 560 Sequoias Community College District Quarter Ended: 31-Mar

<table>
<thead>
<tr>
<th>Line</th>
<th>Description</th>
<th>As of June 30 for the fiscal year specified</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.</td>
<td>Revenues:</td>
<td></td>
</tr>
<tr>
<td>A.1</td>
<td>Unrestricted General Fund Revenues (Objects 8100, 8600, 8800)</td>
<td>36,432,287</td>
</tr>
<tr>
<td>A.2</td>
<td>Other Financing Sources (Object 8900)</td>
<td>-312,498</td>
</tr>
<tr>
<td>A.3</td>
<td>Total Unrestricted Revenues (A.1 + A.2)</td>
<td>36,119,789</td>
</tr>
<tr>
<td>B.</td>
<td>Expenditures:</td>
<td></td>
</tr>
<tr>
<td>B.1</td>
<td>Unrestricted General Fund Expenditures (Objects 1000-8000)</td>
<td>35,148,286</td>
</tr>
<tr>
<td>B.2</td>
<td>Other Outgo (Objects 7100, 7200, 7300, 7400, 7500, 7600)</td>
<td>353,960</td>
</tr>
<tr>
<td>B.3</td>
<td>Total Unrestricted Expenditures (B.1 + B.2)</td>
<td>35,502,246</td>
</tr>
<tr>
<td>C.</td>
<td>Revenues Over(Under) Expenditure(A.3 - B.3)</td>
<td>617,543</td>
</tr>
<tr>
<td>D.</td>
<td>Fund Balance Beginning</td>
<td>2,086,526</td>
</tr>
<tr>
<td>D.1</td>
<td>Prior Year Adjustments (+)</td>
<td>144,345</td>
</tr>
<tr>
<td>D.2</td>
<td>Adjusted Fund Balance Beginning (D.1 + D.2)</td>
<td>2,230,871</td>
</tr>
<tr>
<td>E.</td>
<td>Fund Balance Ending (C. + D.2)</td>
<td>2,848,414</td>
</tr>
<tr>
<td>F.1</td>
<td>Percentage of GF Fund Balance to GF Expenditures (E. / B.3)</td>
<td>8.0%</td>
</tr>
</tbody>
</table>

II. Annualized Attendance FTES:

- Annualized FTES (excluding apprentice and non-resident) 8,511 8,620 7,582 8,924

III. Total General Fund Cash Balance (Unrestricted and Restricted)

- Cash, excluding borrowed funds 1,417,932 4,023,944 1,056,524 2,839,062
- Cash, borrowed funds only 1,000,000
- Total Cash (H.1 + H.2) 1,417,932 4,023,944 1,056,524 2,839,062

IV. Unrestricted General Fund Revenues and Expenditures: 2006-07 Budget to Year-to-Date Actuals

<table>
<thead>
<tr>
<th>Line</th>
<th>Description</th>
<th>Adopted Budget (Col. 1)</th>
<th>Annual Current Budget (Col. 2)</th>
<th>Year-to-Date Actuals (Col. 3)</th>
<th>Percentage (Col. 3/Col. 2)</th>
</tr>
</thead>
<tbody>
<tr>
<td>I.</td>
<td>Revenues:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I.1</td>
<td>Unrestricted General Fund Revenues (Objects 8100, 8600, 8800)</td>
<td>52,801,068</td>
<td>54,113,790</td>
<td>37,079,802</td>
<td>69%</td>
</tr>
<tr>
<td>I.2</td>
<td>Other Financing Sources (Object 8900)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>I.3</td>
<td>Total Unrestricted Revenues (I.1 + I.2)</td>
<td>52,801,068</td>
<td>54,113,790</td>
<td>37,079,802</td>
<td>69%</td>
</tr>
<tr>
<td>J.</td>
<td>Expenditures:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>J.1</td>
<td>Unrestricted General Fund Expenditures (Objects 1000-8000)</td>
<td>49,701,458</td>
<td>51,450,245</td>
<td>37,507,155</td>
<td>73%</td>
</tr>
<tr>
<td>J.2</td>
<td>Other Outgo (Objects 7100, 7200, 7300, 7400, 7500, 7600)</td>
<td>1,179,687</td>
<td>1,340,662</td>
<td>955,614</td>
<td>71%</td>
</tr>
<tr>
<td>J.3</td>
<td>Total Unrestricted Expenditures (J.1 + J.2)</td>
<td>50,881,145</td>
<td>52,790,907</td>
<td>46,462,769</td>
<td>73%</td>
</tr>
<tr>
<td>K.</td>
<td>Revenues Over(Under) Expenditure(J.3 - J.3)</td>
<td>1,919,923</td>
<td>1,322,883</td>
<td>-1,382,967</td>
<td></td>
</tr>
<tr>
<td>L.</td>
<td>Adjusted Fund Balance, Beginning</td>
<td>2,980,563</td>
<td>2,980,563</td>
<td>2,980,563</td>
<td></td>
</tr>
<tr>
<td>L.1</td>
<td>Fund Balance, Ending</td>
<td>4,900,496</td>
<td>4,303,446</td>
<td>1,597,596</td>
<td></td>
</tr>
<tr>
<td>M.</td>
<td>Percentage of UGF Fund Balance to UGF Expenditures (L.1 / J.3)</td>
<td>9.6%</td>
<td>8.2%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
V. Has the district settled any employee contracts during this quarter? Yes

If yes, complete the following: (If multi-year settlement, provide information for all years covered.)

<table>
<thead>
<tr>
<th>Contract Period Settled (Specify)</th>
<th>Management</th>
<th>Permanent</th>
<th>Academic</th>
<th>Temporary</th>
<th>Classified</th>
</tr>
</thead>
<tbody>
<tr>
<td>YYYYYY</td>
<td>Total Cost Increase</td>
<td>%*</td>
<td>Total Cost Increase</td>
<td>%*</td>
<td>Total Cost Increase</td>
</tr>
<tr>
<td>a. SALARIES:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year 1: 2006-07</td>
<td>0</td>
<td>0.0%</td>
<td>140,213</td>
<td>1.0%</td>
<td>0</td>
</tr>
<tr>
<td>Year 2:</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
</tr>
<tr>
<td>Year 3:</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
</tr>
<tr>
<td>b. BENEFITS:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year 1:</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
</tr>
<tr>
<td>Year 2:</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
</tr>
<tr>
<td>Year 3:</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
</tr>
</tbody>
</table>

*: As specified in Collective Bargaining Agreement or other Employment Contract.

C. Provide an explanation on how the district intends to fund the salary and benefit increases, and also identify the revenue source/object code.

General fund - unallocated ongoing funds.

VI. Did the district have significant events for the quarter (include incurrence of long-term debt, settlement of audit findings or legal suits, significant differences in budgeted revenues or expenditures, borrowing of funds (TRANS), issuance of COPs, etc.)?

If yes, list events and their financial ramifications. (Enter explanation below, include additional pages if needed.)

VII. Does the district have significant fiscal problems that must be addressed this year? Next year?

If yes, what are the problems and what actions will be taken? (Enter explanation below, include additional pages if needed.)
CERTIFICATION

To the best of my knowledge, the data contained in this report are correct.

[Signature]
District Chief Business Officer

4-27-2007
Date

Qtr. Ended: March 31, 2007

District: 560 Sequoias Community College District

To the best of my knowledge, the data contained in this report are correct. I further certify that this report will be presented at the governing board meeting specified below, and afforded the opportunity to be discussed and entered into the minutes of that meeting.

District Superintendent

Date

Governing Board Meeting Date:
INSTRUCTIONS

GENERAL:

This Excel workbook contains three Excel worksheets. These worksheets will be used to collect and report the CCFS-311Q data beginning with the 2006-07 1st quarter report (due 11/15/06). The first tab is the Instructions worksheet that contains basic instructions; the second tab is the Enter_Edit Data worksheet and is where the quarterly data is entered; the third tab is the View Data worksheet that presents prior year comparative data and is for viewing and printing the CCFS-311Q report and certification.

When the district and quarter is selected in the Enter_Edit Data worksheet, the View Data worksheet is set up to automatically fill-in the district's Section I, prior year revenue, expenditure, and fund balance data from district 311 Annual Financial and Budget Reports that have been submitted to the Chancellor's Office. However, because not all the 2005-06 311 Annual Financial and Budget Reports were received and certified before this form was released, there is no 2005-06 (prior year) revenue, expenditure, and fund balance data for districts that did not submit their certified 2005-06 data. Therefore, the View Data worksheet 2005-06 revenue, expenditure and fund balance cells are unprotected and districts that did not submit their certified 2005-06 data can manually enter their own data if desired. (Note: For CCFS-311Q purposes, prior year data is for district use and is not required to be reported to the System Office.)

The prior year FTES and General Fund Cash amounts are automatically filled-in from prior year 311Q data. If any of these cells have a "No data" message that means the district has not submitted their 311Q data for that quarter to the Chancellor's Office.

The current quarterly data that is input into the Enter_Edit Data worksheet is linked to the View Data worksheet for viewing and printing.

ENTER EDIT DATA Worksheet Instructions:

To begin, at the top of the worksheet:
- Click on cell containing District name and a down arrow will appear, click on arrow and select your district from the list.
- Click on cell containing Fiscal Year and make sure 2006-07 is selected.
- Click on cell containing Quarter Ended and select the quarter ended date for the quarter being reported.

I. Unrestricted General Fund Revenue, Expenditure and Fund Balance: Enter data in columns 1, 2, 3, and 4 for rows A.1, A.2, B.1, B.2, D., and D.1. The rest of the cells are calculated fields, which are protected. The percentage of fund balance to expenditures is a calculated cell and is determined by dividing total ending unrestricted general fund balance by total unrestricted general fund expenditures. Adopted Budget (Col. 1) is the district board adopted budget amounts; Annual Current Budget (Col. 2) is the adopted budget with board approved budget changes; Year-to-Date Actuals (Col. 3) are the actual revenues, expenditures, and fund balance amounts as of the quarter ended; and the Projected Actuals as of June 30 (Col. 4) are the district projected June 30 actual revenues, expenditures, and fund balances amounts. Note: Normally, the Col. 2 and Col. 4 balances would be the same amounts.

II. Annualized FTES: On line G.1, enter the projected June 30th resident FTES rounded to the nearest whole number.

III. Total General Fund Cash Balance: On line H.1 enter the portion that excludes borrowed funds and on line H.2 enter the portion of borrowed funds only for the quarter specified. Line H.3 is a calculated cell and should equal the total restricted and unrestricted general fund cash balance as of the quarter being reported.

IV. Settlement of Employee Contracts: Answer question by clicking on the box next to the Yes or No. If the answer is yes, then select the cell and enter the information requested. IV.a. and IV.b.: The dollar amounts should be the cost increase to be realized in each year of the contract - do not enter the total cost, only the dollar increase. IV.c.: Include an explanation of how the district plans to fund the salary increases.

V. Significant Events for the Quarter: Answer question by clicking on the box next to the Yes or No. If the answer is yes, then select the cell below and enter the information requested. List the events and explain the financial implications.
VI. Significant Events that need to be addressed this year: Answer questions by clicking on the box next to the Yes or No. If the answer is yes, then select the cell and enter the information requested. List the events and explain how district plans to address them.

Note: When answering questions in sections IV., V., and VI., make sure only one of the boxes is checked. If both the Yes and No boxes are inadvertently checked, the word 'Error' will appear on your View Data worksheet.

To print the Enter_Edit Data worksheet, select File, Print, OK.

**VIEW DATA Worksheet Instructions**

This is the worksheet that will contain the data for the CCFS-311Q viewing and report printing. Similar to the current web based CCFS-311Q, prior year data will populate the View Data worksheet for comparative purposes. The data from the Enter_Edit Data worksheet will be transferred to this worksheet to the appropriate cells.

Except for the 2005-06 (prior year) Revenue, Expenditure, and Fund Balance data, this worksheet is protected and only can be viewed or printed. Since 2005-06 311 annual data not reported when the form was created, these cells have been left unprotected for districts to input their data, if available. To print select, file, print, OK.

The View Data worksheet also contains the CCFS-311Q certification.

**CERTIFICATION and DATA SUBMISSION Instructions:**

Certification submission: Print a hardcopy of the CCFS-311Q (View Data worksheet) certification. The certification is to be signed and dated by the district CBO and Superintendent. A copy should be retained by the district and the original mailed to the Chancellor's Office (System Office) to the following address:

Chancellor's Office  
California Community Colleges  
College Finance and Facilities Planning  
1102 Q Street, 4th Floor  
Sacramento, CA 95814-6511  
Attn: James Kong

CCFS-311Q Data Submission: To submit the certified district CCFS-311Q data to the System Office, save a copy of the Excel file for your records, then email the entire Excel workbook file to the following System Office email-box: cdamreports@cccco.edu

Contact Marty Rubio, at (916) 323-5899 or mrubio@cccco.edu, if you have any questions concerning the completion, certification or submission of the form.
RESTRUCTURING OF ADMINISTRATIVE SERVICES

Status: Information

Presented by: Rod Frese, Ph.D.
Vice President, Administrative Services

Issue

With the increasing number of categorical programs and need for additional financial oversight to auxiliary programs, the college requires the services and skills of additional trained and qualified personnel. The intent is to have two accountants, both reporting to the Vice President of Administrative Services. The job responsibilities will be separated into General Fund for the Chief Accounting Officer, and Categorically funded and auxiliary accounting for the Categorical Accounting Officer.

Background

In 2005, the COS accounting staffing was reduced to one accounting position. In June of 2006 the incumbent left for another position with significantly better compensation. This caused the closing of the books to be delayed until December, which should have been completed in August. The delay in closing the books delayed the 311 report to the California Community College System office and made COS the last district in the state to submit its 311 report, which delayed processing by the state. The COS auditor did not get the final financials completed for the 05-06 year until November 2006, which delayed the district’s audit report. A number of other important functions were delayed including the Foundation financial reports, the Medicare applications, and reconciling bank accounts with the Tulare County Office of Education. The District had to bring in additional professional staff from the California Community College (CCC) Systems Office, and staff had to work overtime which cost COS over $31,000 in four (4) months just for closing.

Analysis

Administrative Services is in the process of restructuring the Fiscal Services function of the department and has revised and added positions to the Department. Organizational charts reflecting the changes in Administrative Services are included. The job description for the Associate Director of Fiscal Services has been revised to reflect additional duties. The job title has been changed to Chief Accounting Officer and the salary range has been increased to reflect the additional responsibilities.
The Categorical Accounting Officer is a new position that has been established to take the place of the vacant Accounting Specialist position. This position will be responsible for the supervision of all accounting functions related to the categorical and auxiliary funds of the District. Due to the responsibility level, and the supervision of CSEA staff and classified managers, this position has been designated as a management position.

**Recommended Action**

This is an informational item and Board action is not required.