

**Special Meeting/Study Session
Board of Trustees
Coast Community College District**

Date: Wednesday, February 8, 2012

Location: Coast Community College District
Board Room
1370 Adams Avenue
Costa Mesa, California 92626

Time: 3:30 p.m.

A G E N D A I T E M S

1. **Call to Order**
2. **Roll Call**
3. **Pledge of Allegiance - Trustee Prinsky**
4. **Opportunity for Public Comment**

Members of the public have the opportunity to address the Board of Trustees on any item that has been described in this notice, before or during consideration of the item. Persons wishing to make comments are allowed 5-minutes. A "Request to Address the Board of Trustees" card needs to be completed and filed with the Secretary of the Board of Trustees prior to speaking.

5. **DIS - Authorization to Enter into a Continuation Agreement with Guarantee Company of North America USA and Best Contracting Services, Inc.**

Background:

Pursuant to Bid Number 1992, awarded by the Board of Trustees on March 16, 2011 F. Rodgers was contracted to perform roofing, waterproofing, and sheet metal work related to the construction of the Coastline Community College District Newport Beach Learning Center. By letter dated November 18, 2011, F. Rodgers Corporation provided formal notice to the District that it would not perform the work required by its contract with the District. By letter dated November 23, 2011, the District subsequently notified the performance bond

surety, Guarantee Company of North America USA ("Surety"), of the District's intent to claim and/or otherwise exercise the available remedies of the performance bond. On January 18, 2012, the Coast District received a formal acknowledgement of voluntary default from F. Rodgers Corporation which irrevocably directed the Coast District to work with Surety to facilitate completion of its contract. On February 1, 2012, the District Board accepted the voluntary default of F. Rodgers.

Discussions with Surety, Surety counsel, and District General Counsel have been initiated. Both parties have expressed a willingness to contract the second low bidder, Best Contracting Services, Inc., to succeed F. Rodgers in the completion of the work scope required of F. Rodgers' contract. The Surety has offered to tender an agreement to cover the difference between F. Rodgers' and Best Contracting's bid amounts. In effect, the Surety proposes Best Contracting serve as the replacement contractor to complete the F. Rodgers' contract at no additional cost to the District above the publically bid contract amount. As an initial bidder on the scope of work, Best Contracting has already been prequalified to perform the scope of work. The Surety and District Contracting have confirmed Best Contracting's willingness to serve in such a capacity.

As you are aware this project is currently progressing on an accelerated work schedule and the vacancy of this contractor impacts the project schedule. The expeditious development and execution of this transition is critical in minimizing potential time and cost impacts.

Purpose/Goal:

Replacement of the defaulting trade contractor in accordance with Public Contract Code requirements while ensuring minimum time/cost impacts to the project.

Comments:

None

Recommendation:

After review by the Vice Chancellor of Finance and Administrative Services, Senior Director of Facilities, Planning, and Construction, and District General Counsel, it is recommended by the Chancellor that the Board approve the agreement between Guarantee Company of North America USA, Best Contracting Services, Inc., and the Coast Community College District for the purposes of continuing the contractual requirements resulting from the voluntary default of F. Rodgers Corporation. The Board President, or designee, is authorized to sign the Agreement and any related documents, indicating approval by the Board of Trustees.

Fiscal Impact: No Cost Impact to the District. Surety will be responsible for additional costs incurred resulting from the default of their insured.

6. DIS - Approval of Standard Professional Services Agreement with The Lew Edwards Group for Informational Campaign Consulting Services for Potential 2012 General Obligation Bond Measure

Background:

On February 1, 2012, the Board of Trustees approved the selection of The Lew Edwards Group to provide informational campaign consulting services for a potential 2012 General Obligation Bond Measure. This item seeks approval of the Standard Professional Services Agreement between Coast Community College District and The Lew Edwards Group related to the aforementioned services. (See Attachment # 1)

Goal/Purpose:

Provide services related to ballot measure development/public information phase, as directed by the Board.

Comments:

None

Recommendation Statement:

After review by the Internal Work Group, it is recommended by the Chancellor that authorization be given to employ The Lew Edwards Group for informational campaign consulting services pursuant to the Districts' Standard Professional Services Agreement. The Board President, or designee, is authorized to sign the agreement and any related documents, indicating approval by the Board of Trustees.

Fiscal Impact: \$47,500 (District-wide Public Relations/Marketing Funds)

7. DIS - Bid Tabulations and Award of Contract: Coastline Community College Newport Beach Learning Center, FF&E; Bid No. 2005

Background:

This bid awards one contract for the installation of millwork/casework related to the construction of the Coastline Community College Newport Beach Learning Center. The millwork/casework bid is within the allotted budget for this project scope. However, the low voltage bid package was over-budget. The campus will evaluate the scope of work, implement reasonable value-engineering solutions, and ultimately rebid the low voltage bid package.

Goal/Purpose:

Construction of the Newport Beach Learning Center in accordance with the Campus Master Plan and project master schedule.

Comments:

None

Recommendation Statement:

Notices were published on December 7 and December 14, 2011 in the newspaper as well as in trade journals requesting bids. Five bids were received for two trade categories under this multiple prime project.

The bids were opened on January 26, 2012 for the Coastline Community College Newport Beach Learning Center; FF&E; Bid No. 2005.

After review by Vice President of Administrative Services and the Senior Director of Facilities and Planning, it is recommended by the Chancellor that a contract be awarded to the lowest responsible bidder in Category Z2 as shown below. The Board President, or designee, is authorized to sign the contract, and any related documents, indicating approval by the Board of Trustees.

		<u>Base Bid</u>
<u>Category Z1 – Low Voltage</u>		
All Bids Rejected – To Be Rebid		
1.	CSI Electrical Contractors, Inc. Santa Fe Springs, CA 90670	\$ 990,000.00
2.	A & H Communications, Inc Irvine, CA 92614	\$ 917,391.00

Category Z2 – Millwork

1.	K & Z Cabinet Co., Inc 1450 S Grove Ave Ontario, Ca 91761	\$ 339,520.00
2.	Stolo Cabinets Brea, CA 92821	\$ 349,800.00
3.	Lozano Casework, Inc., Colton, CA 92324	\$ 365,500.00

Fiscal Impact: \$339,520.00 (Measure C – General Obligation Bond Funds)
Master Plan Approved Project
CCC Newport Beach Learning Center

8. Approval of Board Policy 6340 Contracts

The Board of Trustees reviewed and discussed proposed changes to Board Policy 6340, Contracts, at the January 18, 2012 Board of Trustees' Meeting. Additions to the policy are noted in **bold** and deletions are in ~~strike through~~. It is recommended by the Secretary of the Board that the proposed revised policy be adopted. (See Attachment # 2)

9. Approval of Board Policy 6100 Delegation of Authority

The Board of Trustees reviewed and discussed proposed changes to Board Policy 6100, Delegation of Authority, at the January 18, 2012 Board of Trustees' Meeting. Additions to the policy are noted in **bold** and deletions are in ~~strike through~~. It is recommended by the Secretary of the Board that the proposed revised policy be adopted. (See Attachment # 3)

10. Approval of Board Policy 2740 New Trustee Orientation

The Board of Trustees reviewed and discussed Board Policy 2740, New Trustee Orientation, at the January 18, 2012 Board of Trustees' Meeting. It is recommended by the Secretary of the Board that the proposed policy be adopted. (See Attachment # 4)

11. Adoption of Revised Board Policy 5030 Student Fees and Charges and Replacement of BP 5032 District Fee Schedule with Administrative Procedure AP 5030 Student Fees and Charges Schedule

The Education Code and California Code of Regulations Title 5 provide for conditions, rules and amounts that the Coast Community College District can charge students for certain instructional programs and support services. Previously, there were two overlapping Board policies dealing with the various fees that the District charges: BP 5030 Student Fees and Charges and BP 5032 District Fee Schedule (proposed revisions of these two policies were brought for first reading at the November 2, 2011 Board meeting. The revisions were postponed for two reasons: to allow more time for consultation with the student associations and to bring a policy and a procedure rather than the existing format of two partially overlapping policies, which created confusion). As fees change periodically based on state legislation and other regulations and in order to avoid confusion between policy and procedure, the attached revised BP 5030 is the policy level language that defines the charges and fees from a policy perspective and reflects the relevant and current sections of the Education Code and California Code of Regulations Title 5.

Rather than having an overlapping Board policy that repeats much of the language from BP 5030 and specifies the associated amounts with each of the fees and charges enumerated in BP 5030, BP 5032 is replaced by Administrative Procedure 5030. This procedure becomes the list of actual amounts of the specific charges and fees described, without specific amounts, in BP 5030. Having an administrative procedure for BP 5030 allows for the operationalization of the policy and the ability to update the fee schedule as needed without the requirement for approval of the entire schedule every time one fee changes. The student associations at each of the three colleges have been consulted regarding the increases in the student records (transcript/verification) and parking fees

reflected in AP 5030. After review by the Vice Presidents of Instruction, Student Services, and Administrative Services, as well as members of Chancellor's Cabinet, at the January 18, 2012 meeting, the Board received for the first-reading the proposed policy change of BP 5030 and new administrative procedure AP 5030, with consideration of placement of BP 5030 in the Action Section at the February 1, 2012 regular Board meeting. The Board decided to continue BP 5030 and AP 5030 to the February 8, 2012 Special Board meeting in order to incorporate additional revisions suggested by legal counsel. The attached version of BP 5030 incorporates all suggested revisions and legal counsel confirmed that it addresses all issues raised. Administrative Procedure 5030 is also attached. (See Attachment #5)

12. Study Session - Accreditation

- a) Review of June 30, 2008 Letter from the Accrediting Commission for Community and Junior Colleges. (See Attachment #6)
- b) Report from the Board of Trustees' Accreditation Committee.
- c) Updates from the Colleges and District on Accreditation.
- d) Accreditation Plans and Timeline. (See Attachments #7 and #8)
- e) Accreditation Issues at Orange Coast College, Coastline College, Golden West College and the District Office.

13. Adjournment

It is the intention of the Coast Community College District to comply with the Americans with Disabilities Act (ADA) in all respects. If, as an attendee or a participant at this meeting, you will need special assistance beyond what is normally provided, the Coast Community College District will attempt to accommodate you in every reasonable manner. Please contact the Secretary of the Board of Trustees at (714) 438-4848 as soon as possible to inform us of your particular needs so that appropriate accommodations may be made.

COAST COMMUNITY COLLEGE DISTRICT Standard Professional Services Agreement

This Standard Professional Services Agreement ("Agreement") is entered into between the Coast Community College District, a California public educational entity, hereinafter called "District", and The Lew Edwards Group, hereinafter called Consultant, to furnish certain services upon the terms and conditions as set forth herein. The District and Consultant may be referred to herein individually as "Party" and collectively as "Parties."

I. CONSULTANT SERVICES AND RESPONSIBILITIES. The Consultant shall furnish the following services:

A. Act as a Consultant to the District to perform consulting services. The District will issue a written purchase order as the mechanism authorizing the specific services set forth pursuant to Exhibit A, the Consultant's proposal as revised and accepted by District. The purchase order and signed proposal shall state the particular area of concern, the specific services to be performed, the schedule for their completion, and their estimated cost. Any changes in the Scope of Work shall require a separate purchase order and proposal.

B. Furnish drawings, documents, reports, surveys, renderings, exhibits, models, prints, and photographs, and other materials as required and as authorized by the District.

II. TERM. The term of this Agreement shall be commence on February 1, 2012 and shall expire on July 31, 2012, unless terminated earlier in accordance with the terms hereof, which term may be extended by the mutual agreement of the District and the Consultant and upon the approval of their governing boards.

A. **DISTRICT-INITIATED TERMINATION.** If the District determines that the Consultant has failed to perform in accordance with the terms and conditions of this Agreement, the District may terminate all or part of the Agreement for cause. This termination shall become effective if the Consultant does not cure its failure to perform within ten days (or more, if authorized in writing by the District) after receipt of a notice of intention to terminate from the District specifying the failure in performance. If a termination for cause does occur, the District shall have the right to withhold monies otherwise payable to the Consultant until the services under this Agreement are completed. If the District incurs additional costs, expenses, or other damages due to the failure of the Consultant to properly perform pursuant to the Agreement, these costs, expenses, or other damages shall be deducted from the amounts withheld. Should the amounts withheld exceed the amounts deducted; the balance will be paid to the Consultant upon completion of the services to be provided under this Agreement. If the costs, expenses, or other damages incurred by the District exceed the amounts withheld, the Consultant shall be liable to the District for the difference.

B. The District may terminate this Agreement for convenience at any time upon written notice to the Consultant. The Consultant shall be compensated for services acceptable to the District through the date of termination.

C. CONSULTANT-INITIATED TERMINATION. The Consultant may terminate this Agreement for cause if the District fails to cure a material default in its performance within a period of thirty days, or such longer period as the Consultant may allow, after receipt from the Consultant of a written termination notice specifying the default in the District's performance. In the event of termination for cause by the Consultant, the District will pay the Consultant in accordance with paragraph II.A.

III. GENERAL PROVISIONS

A. INDEPENDENT CONTRACTOR. The Consultant is an independent contractor, and Consultant shall perform all services required hereunder as an independent contractor and not as an agent or employee of the District.

B. CONSULTANT HIRING. The Consultant shall not hire any officer or employee of the District to perform any service covered by this Agreement. If the service is to be performed in connection with a federal contract or grant, the Consultant shall not hire any employee of the United States government to perform any service covered by this Agreement.

C. SUBCONSULTANTS. The Consultant shall fully cooperate with other professionals employed by the District in the production of other work related to its services. The Consultant shall contract for or employ, at its expense, such professional subconsultants, as the Consultant deems necessary for the completion of the services. The Consultant is as responsible for the performance of its subconsultants as it would be if it had rendered these services itself. Nothing in the foregoing procedure shall create any contractual relationship between the District and the Consultant's subconsultants or subcontractors employed under the terms and conditions of this Agreement. The Consultant shall be solely responsible for payment and obligations of any subconsultants or subcontractors.

D. LEGAL AND REGULATORY COMPLIANCE. The Consultant shall perform all services and prepare documents in compliance with the applicable requirements of laws, codes, rules, regulations, ordinances, standards, the District Board Policy and Regulations, including without limitation all applicable licensing requirements.

E. OWNERSHIP AND USE OF DOCUMENTS. Drawings, documents, reports, surveys, renderings, exhibits, models, prints, photographs, and other materials furnished by Consultant hereunder shall be and shall remain the property of District. In the event of Agreement termination by either Party for any reason, as provided under this Agreement, the District will have the right to receive, and the Consultant shall promptly provide to the District, all drawings, documents, reports, surveys, renderings, exhibits, models, prints, photographs, and other materials prepared by the Consultant for the services under this Agreement. In the event of termination, and any dispute regarding the amount to be paid under this Agreement notwithstanding, the District retains the right to receive and use any such documents or materials.

F. CONSULTANT'S ACCOUNTING RECORDS. All books and records relating to this Agreement shall be maintained in accordance with generally accepted accounting principles. The District or the District's authorized representative shall have access to and the right to audit and the right to copy all of the Consultant's books and records. The Consultant records shall include but not be limited to accounting records (hard copy, as well as computer readable data if it can be made available); contracts; payroll records; subconsultant agreements; vendor agreements; purchase orders; leases; original estimates; estimating work sheets; correspondence; receipts; memoranda; and any other supporting evidence deemed necessary to substantiate charges under this agreement. All such books and records shall be preserved for a period of at least three years from the date of Final Payment under this Agreement.

G. CONFLICT OF INTEREST. The Consultant affirms that to the best of its knowledge, there exists no actual or potential conflict of interest, as defined in the California Government Code, between the Consultant and the District for the services provided under this Agreement. The Consultant agrees to timely inform the District in writing concerning any possible conflict of interest that may later be discovered by the Consultant.

H. SUCCESSORS AND ASSIGNS. If the Consultant transacts business as an individual, upon the Consultant's death or incapacitation, the District will automatically terminate this Agreement as of the date of such event. If so terminated, neither the Consultant nor the Consultant's estate shall have any further right to perform hereunder, and District shall pay the Consultant, or the Consultant's estate, the prorated unpaid compensation due under Article IV for any services rendered prior to this termination. This Agreement shall be binding upon the District and the Consultant and their respective successors and assigns. Neither the performance of this Agreement nor any part thereof, nor any monies due or to become due hereunder, may be assigned by the Consultant without the prior written consent and approval of the District.

I. INFORMATION FURNISHED BY DISTRICT. If required for the performance of the Consultant's services, the District will furnish information, surveys, reports, as-builts, and other materials available to District or which the District can secure at a reasonable expense.

J. PUBLIC STATEMENTS. Neither the Consultant nor any entity over which Consultant has control or supervision shall make any announcement, release any information, or authorize or participate in any interview to or with any member of the public or the press, any business, nonprofit entity, or other official or nonofficial body, or representative thereof, concerning any Project, or this or any related Agreement, without first obtaining written consent from the District; provided, however, that consent is not required to release information pursuant to court order or requests of official regulatory entities.

IV. COMPENSATION. The District has the right to withhold payment from the Consultant for any unsatisfactory service until such time service is performed satisfactorily. The District will compensate the Consultant for the scope of services provided in accordance with this Agreement, calculated as follows:

A. For each purchase order and accompanying proposal, a maximum payment shall be established that shall not be exceeded without the prior written approval of the District. Alternatively, a lump-sum fee may be negotiated.

B. All fees shall be paid in accordance with the consultant rate schedule included in the Consultant's proposal for services. Rates shall not be changed except with prior written approval of the District.

C. Payments to the Consultant shall be made monthly, subsequent to the receipt of an invoice itemizing the costs of services provided, the applicable rate for such services, and clear description of time expended for services rendered during each month, or portion thereof, that the Consultant has invoiced the District for services performed.

D. Reimbursable expenses shall be only for actual costs as approved by the District. Paid invoices or other proof of payment shall be submitted when requesting reimbursement. Types of reimbursable expenses the District may approve may include expenses for printing, reproductions, and postage for documents, reports, surveys, drawings, and other materials, excluding reproductions for office use by the Consultant and the Consultant's subconsultants.

E. Compensation for additional services, if required, shall be negotiated separately.

F. Total compensation pursuant to attached proposal in the amount of \$47,500.00.

G. In the event of termination of this Agreement prior to completion of the services being performed, the District will pay the Consultant in full for all services satisfactorily performed, as determined by the District, and for all expenses incurred under this Agreement, up to and including the effective date of termination. In ascertaining the services actually rendered up to the date of termination, consideration shall be given to both completed service and service in progress, whether delivered to the District or in the possession of the Consultant, and to authorized Reimbursable Expenses. No other compensation shall be payable for anticipated profit on unperformed services.

V. INDEMNIFICATION AND INSURANCE

A. INDEMNIFICATION.

1. The Consultant shall indemnify, defend, and hold harmless the District and its Board of Trustees, officers, employees, agents, and representatives (collectively, "Indemnatee"), against all liability, demands, claims, costs, damages, injury including death, settlements, and expenses (including without limitation, interest and penalties) incurred by Indemnatee ("Losses") arising out of the performance of services or Consultants other obligations under this Agreement, but only in proportion to and to the extent such Losses are caused by or result from —

a. the negligent acts or omissions of the Consultant, its officers, agents, employees, subcontractors, subconsultants, or any person or entity for whom the Consultant is responsible (collectively, "Indemnitor");

b. the breach by Indemnitor of any of the provisions of this Agreement; or,

c. willful misconduct by Indemnitor.

2. The indemnification obligations under this Article V shall not be limited by any assertion or finding that the person or entity indemnified is liable by reason of non-delegable duty, or the Losses were caused in part by the negligence of, breach of contract by, or violation of law by Indemnatee. The obligation to defend shall arise regardless of any claim or assertion that Indemnatee caused or contributed to the Losses. Indemnitor's reasonable defense costs (including attorney and expert fees) incurred in providing a defense for Indemnitees shall be reimbursed by District except to the extent such defense costs arise, under principles of comparative fault, from Indemnitor's—

a. negligent acts or omissions;

b. breach of any of the provisions of this Agreement; or,

c. willful misconduct.

3. The Consultant shall indemnify, defend, and save harmless Indemnatee from and against all loss, cost, expense, royalties, claims for damages or liability, in law or in equity, including, without limitation, attorney fees, court costs, and other litigation expenses that may at any time arise or be set up for any infringement (or alleged infringement) of any patent, copyright, trade secret, trade name, trademark or any other proprietary right of any person or entity in consequence of the use by Indemnatee of any documents (including any method, process, product, concept specified or depicted) supplied by Indemnitor in the performance of this Agreement.

4. Nothing in this Agreement, including the provisions of this Article V shall constitute a waiver or limitation of any rights which Indemnatee may have under applicable law, including without limitation, the right to implied indemnity.

B. INSURANCE. The Consultant, at the Consultant's sole cost and expense, shall insure its activities in connection with this Agreement, and shall obtain, keep in force, and maintain insurance as listed below. The coverages required under paragraph V.B. shall not in any way limit the liability of the Consultant.

1. Either Comprehensive Form General Liability Insurance (Contractual, products, and completed operations coverages included) with a combined single limit of no less than

\$1,000,000 per occurrence, or Commercial-Form General Liability Insurance with coverage and minimum limits as follows:

////

////

Each Occurrence \$1,000,000
 Products Completed, Operations Aggregate \$1,000,000
 Personal and Advertising Injury \$1,000,000
 General Aggregate \$2,000,000

2. Business Automobile Liability Insurance for owned, scheduled, non-owned, or hired automobiles, with a combined single limit of no less than \$1 million per incident.

3. Professional Liability Insurance, with limits of \$1,000,000 per claim and \$2,000,000 in the aggregate.

4. If the above insurance (subparagraphs V.B.1–V.B.3) is written on a claims-made basis, it shall be maintained continuously for a period of no less than three years after the date of final completion of the services authorized pursuant to each Exhibit A executed. The insurance shall have a retroactive date of placement prior to, or coinciding with, the date services are first provided that are governed by the terms of this Agreement and shall include, without limitation, coverage for professional services as called for in this Agreement. Insurance required by subparagraphs V.B.1–V.B.3 shall be—

a. issued by companies that have a Best rating of A- or better, and a financial classification of VIII or better (or an equivalent rating by Standard & Poor or Moody's), or

b. guaranteed, under terms consented to by the District (such consent to not be unreasonably withheld), by companies with a Best rating of A- or better, and a financial classification of VIII or better (or an equivalent rating by Standard & Poor or Moody's).

5. Workers' Compensation as required and under the Workers' Compensation Insurance and Safety Act of the State of California, as amended from time to time.

6. The Consultant, upon the execution of this Agreement, shall furnish District with Certificate Of Insurance from a company with a Best rating of A- or better, and a financial classification of VIII or better, or a rating by Standard & Poor of AA or better, or a Moody's rating of AA or better, or as otherwise approved by District, evidencing compliance with this Article V, including the following requirements:

a. The Consultant shall have its insurance company provide the District with an acceptable form (Accord standard or equivalent) Certificate of Insurance and Endorsement.

b. Provide that coverage cannot be canceled without ten days advance written notice to the District.

c. If insurance policies are canceled for non-payment, the District reserves the right to maintain policies in effect by continuing to make the policy payments and assessing the cost of so maintaining the policies against the Consultant.

d. The General Liability insurance and the Business Automobile Liability insurance policies shall —

i. Name the District, its Board of Trustees, and its officers, agents, employees, representatives, and representative's consultants as an Additional Insured; and,

ii. Be primary insurance as respects the District, its Board of Trustees, and its officers, agents, and employees. Any insurance or self-insurance maintained by the District shall be excess of and non-contributory with this insurance.

e. As respects Professional Liability, include Contractual Liability Coverage or endorsements to the insurance policies for Contractual Liability Coverage, all insurance policies shall apply to the negligent acts, or omissions of the Consultant, its officers, agents, employees, and for the Consultant's legal responsibility for the negligent acts or omissions of its subconsultants and anyone directly or indirectly under the control, supervision, or employ of the Consultant or the Consultant's subconsultants.

VI. STATUTORY REQUIREMENTS

A. NONDISCRIMINATION. In connection with the performance of the Consultant pursuant to this Agreement, the Consultant will not willfully discriminate against any employee or qualified applicant for employment because of race, color, religion, ancestry, national origin, local custom, habit, sex, age, sexual orientation, physical disability, veteran's status, medical condition (as defined in Section 12926 of the California Government Code), marital status, or citizenship (within the limits imposed by law or by the District's policy). The Consultant will take affirmative action to ensure that qualified applicants are employed, and that employees are treated during employment, without regard to their race, color, religion, ancestry, national origin, local custom, habit, sex, age, sexual orientation, physical disability, veteran's status, medical condition (as defined in Section 12926 of the California Government Code), marital status, or citizenship (within the limits imposed by law or by The District's policy). This equal treatment shall apply to, but shall not be limited to, the following: upgrade, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeships.

////

////

B. PREVAILING WAGE RATES.

1. For purposes of this Article, the term subcontractor or subconsultant shall not include suppliers, manufacturers, or distributors.

2. The Consultant shall comply and shall ensure that all subcontractors or subconsultants comply with Section 1770, and the applicable sections that follow, including Section 1775 of the California Labor Code. References to "Covered Services" hereinafter shall mean services performed pursuant to this Agreement that are covered by the aforementioned provisions as implemented by the California Department of Industrial Relations.

3. The California Department of Industrial Relations has ascertained the general prevailing per diem wage rates in the locality, if any, listed in the written authorization for the performance of construction, alteration, demolition or repair work as defined in Section 1720 of the California Labor Code for each craft, classification, or type of worker required to perform the Covered Services hereunder. A schedule of the general prevailing per diem wage rates will be on file at District's principal facility office and will be made available to any interested Party upon request. By this reference, such schedule is made part of this Agreement. The Consultant shall pay not less than the prevailing wage rates, as specified in the schedule and any amendments thereto, to all workers employed by the Consultant in the execution of the Covered Services hereunder. The Consultant shall cause all subcontracts or subconsultant agreements to include the provision that all subcontractors or subconsultants shall pay not less than the prevailing wage rates to all workers employed by such subcontractor or subconsultants in the execution of the Covered Services hereunder. The Consultant shall forfeit to the District, as a penalty, not more than \$50 for each calendar day, or portion thereof, for each worker that is paid less than the prevailing wage rates as determined by the Director of Industrial Relations for the work or craft in which the worker is employed for any portion of the Covered Services hereunder performed by the Consultant or any subcontractor or subconsultant. The amount of this penalty shall be determined by the Labor Commissioner pursuant to applicable law. Such forfeiture amounts may be deducted from the Consultant's fee. The Consultant shall also pay to any worker who was paid less than the prevailing wage rate for the work or craft for which the worker was employed for any portion of the Covered Services hereunder, for each day, or portion thereof, for which the worker was paid less than the specified prevailing per diem wage rate, an amount equal to the difference between the specified prevailing per diem wage rate and the amount which was paid to the worker.

////

////

C. PAYROLL RECORDS.

1. The Consultant and all subcontractors or subconsultants shall keep an accurate payroll record, showing the name, address, social security number, job classification, straight time and overtime hours worked each day and week, and the actual per diem wages paid to each journeyworker, apprentice, or other employee employed in connection with the Covered Services hereunder. All payroll records shall be certified as being true and correct by the Consultant or subcontractors or subconsultants keeping such records; and the payroll records shall be available for inspection at all reasonable hours at the principal office of the Consultant on the following basis:

a. A certified copy of an employee's payroll record shall be made available for inspection or furnished to such employee or the employee's authorized representative on request.

b. A certified copy of all payroll records shall be made available for inspection upon request to District, the California Division of Labor Standards Enforcement, and the Division of Apprenticeship Standards of the California Division of Industrial Relations.

c. A certified copy of all payroll records shall be made available upon request by the public for inspection or copies thereof made; provided, however, that the request by the public shall be made to either the District, the Division of Apprenticeship Standards, or the Division of Labor Standards Enforcement. The public shall not be given access to such records at the principal offices of the Consultant or subcontractors or subconsultants. Any copy of the records made available for inspection as copies and furnished upon request to the public or any public agency by District shall be marked or obliterated in such a manner as to prevent disclosure of an individual's name, address, and social security number. The name and address of the Consultant awarded the Agreement or performing the Agreement shall not be marked or obliterated.

2. The Consultant shall file a certified copy of the payroll records with the entity that requested the records within ten days after receipt of a written request. The Consultant shall inform the District of the location of such payroll records for the written authorization, including the street address, city, and county; and the Consultant shall, within five working days, provide notice of change of location of such records. In the event of noncompliance with the requirements of this Paragraph or with California Labor Code Section 1776, the Consultant shall have ten days in which to comply following receipt of notice specifying in what respects the Consultant must comply. Should noncompliance still be evident after the ten-day period, the Consultant shall forfeit to the District, as a penalty, \$25 for each day, or portion thereof, for each worker, until strict compliance is accomplished. Such forfeiture amounts may be deducted from the Consultant fee.

////

////

D. APPRENTICES.

1. Only apprentices, as defined in the California Labor Code Section 3077, who are in training under apprenticeship standards and written apprentice agreements under Chapter 4, Division 3, of the California Labor Code, are eligible to be employed by the Consultant and subcontractors or subconsultants as apprentices for the Covered Services hereunder. The employment and training of each apprentice shall be in accordance with the provisions of the apprenticeship standards and written apprentice agreements under which the apprentice is training.

2. Every apprentice shall be paid the standard wage to apprentices, under the regulations of the craft or trade at which the apprentice is employed, and shall be employed only for the Covered Services hereunder in the craft or trade to which the apprentice is indentured.

3. When the Consultant or subcontractors or subconsultants employ workers in any apprenticeship craft or trade for the Covered Services hereunder, the Consultant or subcontractors or subconsultants shall apply to the joint apprenticeship committee, which administers the apprenticeship standards of the craft or trade in the locality, if any, listed in the written authorization for the performance of construction, alteration, demolition or repair work as defined in Section 1720 of the California Labor Code, for a certificate approving the Consultant or subcontractors or subconsultants under the apprenticeship standards for the employment and training of apprentices in the locality so identified. The committee will issue a certificate fixing the number of apprentices or the ratio of apprentices to journeyworkers who shall be employed in the craft or trade on the Covered Services hereunder. The ratio will not exceed that stipulated in the apprenticeship standards under which the joint apprenticeship committee operates; but in no case shall the ratio be less than one apprentice for each five journeyworkers, except as permitted by law. The Consultant or subcontractors or subconsultants shall, upon the issuance of the approval certificate in each such craft or trade, employ the number of apprentices or the ratios of apprentices to journeyworkers fixed in the certificate issued by the joint apprenticeship committee or present an exemption certificate issued by the Division of Apprenticeship Standards.

4. Apprenticeship craft or trade, as used in this Paragraph, shall mean a craft or trade determined as an apprenticeship occupation in accordance with rules and regulations prescribed by the Apprenticeship Council.

5. If the Consultant or subcontractors or subconsultants employ journeyworkers or apprentices in any apprenticeship craft or trade in the locality, if any, listed in the written authorization for the performance of construction, alteration, demolition or repair work as defined in Section 1720 of the California Labor Code, and there exists a fund for assisting to allay the cost of the apprenticeship program in the trade or craft, to which fund or funds other contractors in the locality so identified are contributing, the Consultant and subcontractors or subconsultants shall contribute to the fund or funds in each craft or trade in which they employ journeyworkers or apprentices on the Covered Services hereunder in the same amount or upon the same basis and in the same manner done by the other contractors. The Consultant may include the amount of such contributions in computing its compensation under the Agreement;

but if the Consultant fails to do so, it shall not be entitled to any additional compensation therefore from District.

6. In the event the Consultant willfully fails to comply with this Paragraph VI.D, it will be considered in violation of the requirements of the Agreement.

7. Nothing contained herein shall be considered or interpreted as prohibiting or preventing the hiring by the Consultant or subcontractors or subconsultants of journeyworker trainees who may receive on-the-job training to enable them to achieve journeyworker status in any craft or trade under standards other than those set forth for apprentices.

E. WORK DAY. The Consultant shall not permit any worker providing Covered Services to labor more than eight hours during any one day or more than forty hours during any one calendar week, except as permitted by law and in such cases only upon such conditions as are provided by law. The Consultant shall forfeit to the District, as a penalty, \$25 for each worker employed in the execution of this Agreement by the Consultant, or any subcontractors or subconsultant, for each day during which such worker is required or permitted to work providing Covered Services more than eight hours in any one day and forty hours in any one calendar week in violation of the terms of this Paragraph or in violation of the provisions of any law of the State of California. Such forfeiture amounts may be deducted from the compensation otherwise due under this Agreement. The Consultant and each subcontractor or subconsultant shall keep, or cause to be kept, an accurate record showing the actual hours worked each day and each calendar week by each worker employed under this Agreement, which record shall be kept open at all reasonable hours to the inspection of the District or its officers and agents, and to the inspection of the appropriate enforcement agency of the State of California.

VII. NOTICES

A. DISTRICT. Any notice may be served upon the District by delivering it, in writing, to the District at the address set forth on the last page of this Agreement, by depositing it in a United States Postal Service deposit box with the postage fully prepaid and with the notice addressed to the District at the aforementioned address, or by sending a facsimile of it to the District facsimile number set forth on the last page of this Agreement.

B. CONSULTANT. Any notice may be served upon the Consultant by delivering it, in writing, to the Consultant at the address set forth on the last page of this Agreement, by depositing it in a United States Postal Service deposit box with the postage fully prepaid and with the notice addressed to the Consultant at this address, or by sending a facsimile of it to the Consultant facsimile number set forth on the last page of this Agreement.

////

////

VIII. AUTHORITY OF AGREEMENT

A. This Agreement represents the entire and integrated agreement between the District and the Consultant and supersedes all prior negotiations, representations, or agreements, either written or oral. This Agreement may be amended only by a written instrument signed by both the District and the Consultant.

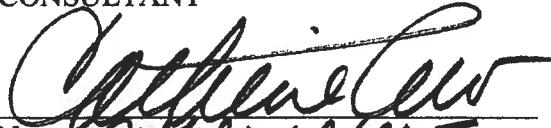
B. This Agreement also includes the following exhibits attached herewith:

Exhibit A: Cover Sheet and Consultant Proposal as Accepted by District

Exhibit B: Certificates of Insurance and Endorsements

IN WITNESS WHEREOF, the DISTRICT and the CONSULTANT have executed this Agreement.

CONSULTANT


Name: Catherine Lew
Title: President CEO
Address: The Lew Edwards Group
5454 Broadway
Oakland, CA. 94618
Telephone: 510/594-0224
Fax No.:
Federal Tax ID #:

COAST COMMUNITY COLLEGE DISTRICT

C. J. Moreno
President, Board of Trustees
1370 Adams Avenue
Costa Mesa, CA 92626

EXHIBIT 'A' – CONSULTANT'S PROPOSAL
(As Reviewed, Amended, and Accepted by District)

Coast Community College District Purchase Order # _____

Project # _____

Project Name: _____

All Consultant correspondence shall be addressed to:

Coast Community College District
Attn: District Facilities and Planning
1370 Adams Avenue
Costa Mesa, CA 92626

Authorization to Perform Professional Services

Consultant: _____

Street Address: _____

City/State/Zip: _____

Attention: _____

In accordance with the terms of this Professional Services Agreement, Consultant is hereby authorized to provide the professional services set forth in the Proposal attached to this Exhibit "A" cover sheet upon the issuance of an approved purchase order by District.

----- ATTACH CONSULTANT'S ACCEPTED PROPOSAL HERE -----



***Proposal to Provide Informational
Campaign Consulting Services
to the
Coast Community College District***

Request for Proposals No. 2001



January 10, 2012

Coast Community College District
Attn: John Eriksen
Purchasing Department
1370 Adams Avenue
Costa Mesa, CA 92626

Dear Mr. Eriksen:

I am delighted to submit this proposal to serve your needs as the Coast Community College District plans for another potential bond in November of 2012. The Lew Edwards Group (LEG) is a highly qualified firm that has **passed more than \$27 Billion in California education and revenue measures with a 94% win rate, including Measure C, Coast CCD's \$370 Million bond measure to fund facilities improvements at Coastline, Golden West and Orange Coast colleges.** The following are some of the many high quality services that LEG offers to your District as you plan for a 2012 bond:

- ✓ An **undefeated track record in all community college bond campaigns attempted.** LEG has represented 17 community college district measures, **including Coast CCD's 2002 Measure C campaign to secure \$370 Million in funding for your District.** All LEG clients were undefeated in 2011 tax measures.
- ✓ **Special expertise on successful community college districts in tax adverse regions** with successful bonds for Victor Valley Community College District (third attempted bond, first with LEG), and Mt. San Antonio, Ohlone, and Southwestern community college districts, all three of which were **second bonds at \$353 Million, \$349 Million and \$389 Million** respectively.
- ✓ Team members with extensive professional experience, demonstrated success within Orange County and your CCD boundaries, and **nationally-recognized, award-winning direct mail products.** LEG has managed successful bond and tax campaigns for **Anaheim City School District, Huntington Beach Union High School District, Westminster School District, and City of Huntington Beach.**

As a valued successful client of our firm's, LEG would welcome another collaboration with the District. This proposal shall be valid for a 90-day period and our firm is available to initiate efforts immediately. Thank you, and we look forward to hearing from you.

CATHERINE LEW, Esq.
President & CEO, The Lew Edwards Group
5454 Broadway, Oakland, CA 94618
510-594-0224 x 216
Catherine@lewedwardsgroup.com

COMPANY INFORMATION

The Lew Edwards Group
5454 Broadway, Oakland, CA 94618
(510)594-0224
www.lewedwardsgroup.com

Proposal Contact: Ms. Catherine Lew, Esq./President & CEO
(510)594-0224 x 216
Catherine@lewedwardsgroup.com

ORGANIZATIONAL STRUCTURE

Established in 1997 by principals Catherine Lew and Lloyd A. Edwards, The Lew Edwards Group (LEG), a California corporation, is one of the most successful election revenue consultants in California, offering unsurpassed experience in representing public agencies, college districts and school districts on a variety of election preparation, strategic, communications and outreach needs.

Over a 15-year period, LEG has successfully passed more than \$27 Billion in California education and revenue measures with a 94% win rate, including tough measures requiring a two-thirds threshold for passage. LEG experts are outstanding professionals with decades of experience in disciplines such as communications, direct mail, media relations, community relations, government affairs, coalition building, and education campaigns. LEG's direct mail products have been recognized in the prestigious national Pollie Awards – our industry's equivalent of the Oscars -- on multiple occasions for excellence and innovation. LEG has represented more than 125 public agencies, including scores of community college and K-12 education districts.

LEG's seven-member firm is composed of experts who have been with the firm for several years. Unlike other consulting firms, our organization has not experienced controversial staff departures or internal problems. LEG executives and experts represent the diversity of California.

LEG is very proud of its excellent staff and firm capabilities. More than two-thirds of LEG's practice is specifically within the arena of helping public agencies effectively plan for, then win tough bond and tax measures. Though LEG does not expect the same number of agencies proceeding to the ballot in 2012, our experts managed 50 campaigns in the last Obama election year (2008), 31 of them occurring in November of that year. We maintained a strong success rate, winning 29 of the 31 November 2008 projects on our docket. It is not unusual for LEG to experience 100% win rates during other election cycles as we did recently in 2011.

EXPERTISE

Coast CCD and Community College Track Record

The Lew Edwards Group has represented 17 community college district bond projects and is undefeated in all community college bond campaigns attempted.

LEG is particularly proud of our past efforts on behalf of **Coast Community College District**, which earned the support of the Orange County Business Council and League of Women Voters leaders along with 1,000 named endorsers in an outstanding, broad-based coalition-building effort to buttress the District against potential naysayers. Prior to placing the measure on the ballot, more than 500 campus stakeholders and community leaders signed forms urging the Board to place the measure on the ballot, as a result of our outstanding bond preparation strategy.

Measure C carried 65.1% of the vote and won in 464 of 493 precincts, carrying 94% of all precincts. Specifically, Measure C carried every Stanton, Seal Beach and Costa Mesa precinct and all but one of the precincts in conservative Newport Beach (the one which lost had only 8 votes cast). A localized community organizing approach and early engagement with key influentials resulted in no ballot argument being filed against Measure C.

Below are some additional examples of LEG's college bond wins.

Second Bonds

Recent community college district successes include second bonds for Mt. San Antonio Community College District (**second bond, \$353 Million**), Ohlone Community College District (**second bond, \$349 Million**) and Southwestern Community College District (**second bond, \$389 Million**). LEG is currently representing **Solano Community College District** and **West Valley-Mission Community College District** on their efforts to pass second bonds in 2012.

Bonds in Tax Adverse Districts

In 2008, LEG quarterbacked the Victor Valley Community College District to its first win (\$297.5 Million) in three attempts (the first attempt with LEG) in a tough High Desert region characterized by runaway home foreclosures and high unemployment. The following are examples of successes in other tax adverse districts:

- **El Camino Community College District -- \$394 Million bond.** Implemented comprehensive community coalition-building effort, overcame taxpayers' association opposition by running a highly localized campaign targeted at the District's diverse, distinct communities.
- **Kern Community College District -- \$180 Million bond.** Earned support of Kern County Taxpayers Association and targeted senior vote, garnering a one-point win in this tax adverse district after a Grand Jury investigation for mismanagement.

- **Mt. San Antonio Community College District -- \$353 Million bond.** Identified more than 1,000 local endorsements and earned the neutrality of local taxpayer organizations. Communications products developed in conjunction with the District were recognized with a Golden Paragon Award.
- **Ohlone Community College District -- \$499 Million over two bonds.** Overcame challenges in the first bond that included concerns about the siting of Ohlone College Newark Center, internal District and Board dissension, a skeptical local media, and post-9/11 voter trauma, garnering a 2 point win. During the height of concerns about unemployment and the economy, a protracted planning effort designed to maximize the vote saw the bond succeed by a comfortable margin despite negative editorials.
- **Southwestern Community College District --\$389 Million bond.** Overcame media controversies and built coalition-building program featuring more than 1,000 endorsers for the District's plan to expand into fiscally conservative East County.
- **Ventura County Community College District -- \$356.3 Million** Overcame initial skepticism to earn the support of both the Ventura County Taxpayers Association and Labor stakeholders, an unusual pairing that achieved bond success.
- **Victor Valley Community College District -- \$297.5 Million** Successfully overcame economic and foreclosure concerns in the High Desert and media opposition, passing not only the College District's bond, but three other K-12 school district bonds within VVCCD boundaries during the same election.

LEG is currently representing **MiraCosta Community College District** in its effort to pass its first bond in 2012 within fiscally conservative Northern San Diego County.

Unique Expertise within Coast CCD

Since LEG's success in Coast's Measure C campaign, our firm has managed successful bond and tax campaigns for **Anaheim City School District, Huntington Beach Union High School District, Westminster School District, and City of Huntington Beach** within Coast CCD boundaries. As a result of our past Measure C collaboration, subsequent election wins within your boundaries and recent community engagement locally, LEG offers unparalleled experience with community college bonds and knowledge of the voters in your District.

- The Coast Community College District has grown by about 69,000 voters since your 2002 Measure C election to its current registration of 392,339.
- There are now 158,421 Permanent Absentee Voters in your District – more than 40%.

- We understand that the District wishes to preserve the option of proceeding in either June or November 2012 with a potential preference for November. LEG anticipates the following vote shares in your District for a potential November 2012 bond election:

○ City of Costa Mesa:	35,670	(13.8% of vote share)
○ City of Fountain Valley:	24,218	(9.4% of vote share)
○ City of Garden Grove:	26,007	(10.1% of vote share)
○ City of Huntington Beach:	86,255	(33.4% of vote share)
○ City of Newport Beach:	39,657	(15.3% of vote share)
○ City of Santa Ana (Ward 6):	1,415	(.5% of vote share)
○ City of Seal Beach:	10,411	(4.0% of vote share)
○ City of Stanton:	1,986	(.8% of vote share)
○ City of Westminster:	29,442	(11.4% of vote share)
○ Unincorporated Communities:	3,302	(1.3% of vote share)

(Includes the communities of Katella, Midway City, Sunset Beach, Bay View and Diamond.)

To be successful, LEG strongly recommends a localized public information outreach and coalition-building approach in each of the distinct communities within Coast CCD commensurate with our past effective approaches, and their vote share.

It will also be necessary for a future campaign committee to implement an outstanding absentee voter/mail ballot campaign and to implement a strategy to reduce "drop-off" on Election Day between the top and the bottom of the ballot, both strategies that LEG experts excel at. The upcoming November ballot is anticipated to be one of the longest in recent memory, making these strategies essential.

Management Plan

The Lew Edwards Group will assist the District in developing an informational communications and public relations campaign, and will also work separately with the District's community committee on a successful campaign following the natural conclusion of our services to the District.

LEG will collaborate closely and effectively with District Cabinet and staff, and other professionals such as the District's bond underwriter/financial advisor, Bond Counsel, and pollster. LEG will:

- ✓ Participate in regular planning sessions with the District and its bond professionals
- ✓ Assist in developing meeting agendas and discussion topics with the input of all participants
- ✓ With your assent and participation, facilitate planning sessions related to the communications/public relations efforts
- ✓ Routinely update the Overall Communications Plan and Timeline to ensure all project benchmarks are met
- ✓ Create tasking follow-up so all team-members, including LEG, can efficiently deploy on team tasks

- ✓ Ensure a well-coordinated strategy among all the disciplines, professionals, and District leadership participating in the Communications/Public Relations program

LEG's client-empowered, team-building approach is well suited to a shared governance model. LEG executives work enthusiastically and effectively to build consensus on an effective bond preparation plan that reflects the diverse perspectives of all District leaders and stakeholders, including the Executive Cabinet, Faculty/Staff, students, community and Foundation partners and Labor stakeholders.

A 2012 collaboration with LEG will provide Coast CCD with significant institutional memory and knowledge from Coast's successful 2002 measure. *Catherine Lew*, who directed efforts in Measure C planning and campaign activities, will function as the Lead Strategist for the District and will be the key liaison to the designated Coast CCD representative. Lew will facilitate and lead all high-level planning sessions.

LEG Senior Manager Jennifer Rindahl, who directed advocacy campaign efforts on behalf of Measure C, will work closely with Catherine and the District in providing week-to-week Public Information and Planning Services Implementation with the CCD team to ensure a well-coordinated and effective deployment of our plan.

LEG Managing Director Bonnie Jean von Krogh will provide additional added-value management and support on the LEG side, particular with regard to rapid response or crisis needs, and the recommendation of New Media/Social networking strategies to disseminate information, particularly to younger stakeholders such as your students.

LEG has worked closely and effectively with Bond Counsel who specialize in community college districts. As the State Fair Political Practices Commission (FPPC), media outlets and taxpayer advocates have increased their scrutiny of public agency and district-funded outreach mailings for political content, LEG's effective collaboration with your Bond Counsel to ensure that all District communications products are factual – not advocacy – in nature, is critical. Catherine Lew is a member of the California State Bar, making this collaboration easy and effective in other districts.

Though LEG is not being retained to provide legal advice and that is outside of LEG's scope of services, all of our experts are exceedingly familiar with and have complied – as have our clients -- with all local, state and federal laws and regulations. Unlike other consulting firms, none of our clients have been determined to have violated campaign finance rules and regulations during the provision of our services.

PROPOSED PROJECT TEAM

If retained to serve your needs, The Lew Edwards Group will draw on the **experience of senior executives who were on Coast CCD's winning Measure C team**, extensive experience with

successful community college campaigns, and recent election success within your District boundaries.

CATHERINE LEW, Esq.

President and CEO

Catherine Lew, co-founder and President/CEO of The Lew Edwards Group, is a premier consultant in California providing campaign management services, communications and political strategy, and strategic advice to cities, counties, special districts, transportation, K-12 school and community college districts, and other public agencies, as well as private sector and nonprofit clients.

Lew has three decades of experience in the communications and political arena. She is a veteran of over 500 political campaigns, many of them difficult 55% or two-thirds requirement education measures. In addition to **Coast CCD's successful Measure C**, Lew successfully led winning tax and bond efforts in Orange County cities and districts that include **Anaheim City School District**, **Huntington Beach Union High School District**, **Westminster School District** (featuring award-winning political mail), and the **City of La Habra**, among several others.

Lew also quarterbacked both of **Ohlone Community College District's** successful bonds, raising a total of \$499 Million and represented **El Camino Community College District**, **Gavilan Community College District**, **Kern Community College District**, and **Ventura County Community College District**. She is currently leading efforts in **Solano Community College** and **West Valley – Mission Community College** districts.

Lew has earned a reputation as one of the state's toughest and most effective advocates and tacticians on behalf of California's education districts and other public agencies. Her many clients include districts that have beaten the odds to win their measures or successfully garnered the support or neutrality of taxpayer organizations.

Under Lew's strategic direction, The Lew Edwards Group has enjoyed fifteen years of success in representing scores of education districts and California communities that need professional expertise to pass tough revenue measures. Lew prides herself on her firm's excellent service to each and every client, diverse districts and organizations that range dramatically in size and scope of strategic needs.

Catherine Lew is a graduate of the University of California, Berkeley and the University of San Francisco School of Law. She is a member of the California State Bar and a frequent presenter at the Community College League of California conferences. *Catherine Lew will serve as the Lead Strategist for the District's Bond Communications efforts.*

JENNIFER RINDAHL**Senior Manager**

Jennifer Rindahl's experience directing Measure C and other education bond preparation and political campaigns throughout California offers Lew Edwards Group clients effective and experienced expertise in implementing excellent communications outreach and community engagement.

In addition to Coast CCD's Measure C, Rindahl has led strategic revenue planning, communications programs, and successful political campaigns over the past decade for a number of Lew Edwards Group's clients that include the City of Huntington Beach, Los Angeles Unified School District, Long Beach Unified School District, and Mt. San Antonio Community College District, among several others. She is currently directing efforts for MiraCosta Community College District in their 2012 bond planning.

Known as a top operative in coalition-building and community organizing, Rindahl also has special expertise in innovative Internet communications strategy and e-based organizing, fundraising, and outreach efforts derived from her years as Director of rockcity.com, a Southern-California based Internet company. Rindahl attended the Medill School of Journalism and graduated from Northwestern University.

Rindahl is a former resident of Southern California and knows the region well, only having left SoCal to relocate several years ago to join The Lew Edwards Group's Northern California corporate offices. *Jennifer Rindahl will provide ongoing communications, coalition-building, and strategic expertise to the District.*

BONNIE JEAN von KROGH**Managing Director**

Bonnie Jean von Krogh brings a strong background in media relations, communications and policy writing to the senior management of Lew Edwards Group team. A top communications trainer, von Krogh has led multiple client trainings and workshops in the areas of new media, crisis media, and social networking communications. In her management capacity at LEG, she has represented or supported multiple education-related or two-thirds requirement measures for scores of LEG clients.

Prior to joining the Lew Edwards Group, von Krogh served on the Kerry-Edwards campaign national advance staff, specifically working with the national traveling press corps and local media outlets. Von Krogh graduated with honors from the University of Wisconsin and attended the University of Illinois Master of Arts program, where she also taught undergraduate writing courses.

The District and specifically its Public Information Office will benefit tremendously from von Krogh's media expertise, particularly any "rapid response" or crisis needs, or strategic advice related to negative editorial coverage. *Bonnie Jean von Krogh will provide value-added management support and specialized media services, as needed.*

CLIENT REFERENCES

Ohlone Community College District:

Dr. Gari Browning, President/Superintendent

510-659-6200

gbrowning@ohlone.edu

Second SUCCESSFUL Bond

Mike Calegari, Vice President for Administrative Services (*retiring*)

510-659-6261

mcalegari@ohlone.edu or busofficer@yahoo.com (personal email if unreachable at office)

Mt. San Antonio Community College District:

SUCCESSFUL Bond

Dr. John S. Nixon, President/Superintendent (*retired*)

Still reachable at: jnixon@mtsac.edu

Michael Gregoryk, Vice President for Administrative Services

909-594-5611 x 5503

mgregoryk@mtsac.edu

Victor Valley Community College District

SUCCESSFUL BOND

Joe Range, Vice President, Board of Trustees

760-949-4090 x154

range1937@msn.com

Gavilan Community College District

SUCCESSFUL BOND

Dr. Steven M. Kinsella, President/Superintendent

408-848-4712

skinsella@gavilan.edu

El Camino Community College District

SUCCESSFUL BOND

Ann Garten, Director of Community Relations

310-660-3406

agarten@elcamino.edu

Westminster School District

SUCCESSFUL BOND

Superintendent Richard Tauer

714-894-7311

rtauer@wsd.k12.ca.us

Solano Community College District

Current Bond Planning Client

Yulian Ligioso, Vice President of Finance & Administration

707-864-7209

Yulian.ligioso@solano.edu

MiraCosta Community College District

Current Bond Planning Client

Dr. Francisco Rodriguez, Superintendent/President

760-795-6840

frdriguez@miracosta.edu

James Austin, Vice President

760-795-6830

jaustin@miracosta.edu

SCOPE OF WORK

Key Considerations

Other key considerations and opportunities for the District at this time include:

- The state's fiscal crisis and continued "money grabs" on education funding has increased the level of concern about the funding needs in California's schools and colleges.
- In today's environment, messages that directly address economic concerns – such as job training and preparing a skilled workforce – are resonating with voters, along with the affordability of community colleges as compared to the UC or State systems.
- Concerns about the economy, gas prices, home foreclosures and state budget crisis are very much on voters' minds, and the situation is not likely to improve dramatically over the course of the coming year.
- The success story about how Measure C funds were spent and the results for students and the community is a key communications opportunity.

To ensure a successful outcome in 2012, Coast CCD will have to implement a strategic planning process that:

- ❑ Builds strong Key Influential consensus and buy-in across all communities in the District during the planning phase, with a future political committee implementing a localized communications and political strategy
- ❑ Demonstrates how each and every community will benefit from a future bond
- ❑ Embraces the messages of fiscal accountability, accessible education, and job creation/economic revitalization as real outcomes of your bond plan

- ❑ As appropriate, utilizes Measure C Oversight Committee members as messengers for your fiscal stewardship

A hallmark of LEG's successful community college district bonds is our "localized" approach to each and every unique community and constituency within a given college district. This worked particularly well in Coast CCD's last bond election, where communications were tailored to each unique audience. At that time, Westminster and Fountain Valley were deemed to be key targets, along with female voters.

Overview

As you know, by law, no public funding can be spent on campaign or partisan activities. Therefore, your efforts must be segregated into three phases:

Bond Preparation and Informational Program: Coast Community College District's public resources are utilized appropriately to conduct preparatory activities. Should the District choose to proceed with a 2012 bond election, the District's Bond Preparation activities would terminate shortly after your Board of Trustees formally acts to place a bond on the ballot, typically 88 days prior to the election called. For a June 2012 election, the statutory date is March 9th; for a November 2012 election, the statutory date is August 10th. As this will be a busy election year and some Registrars request early submittal, these dates should be confirmed with the Orange County elections officer.

Partisan Campaign: While District Planning efforts can help to lay a good foundation for an eventual electoral campaign, once the District acts to place a measure on the ballot, the work of passing the bond is transferred to a volunteer committee. This committee raises the funds and organizes volunteers to educate voters about the bond.

Post-Campaign: Post-election communications are important to keep the community and stakeholders educated about the proper use of bond funds and the status of facilities projects, particularly where there is new construction that your community may be interested in being kept informed about. As you know, in Phase Three, the District's Oversight Committee would also be activated on the bond spending from 2012 proceeds.

This proposal is specifically focused only on those activities that can legally be implemented by Coast Community College District in the Bond Preparation/Informational Phase of your effort, and does not address the partisan campaign activities that The Lew Edwards Group would also plan to provide to your volunteer campaign committee following the natural conclusion of these services.

Our overall objectives during the Bond Planning/Informational Program Phase are to:

- 1) Independently analyze the District's 2012 bond feasibility through Public Opinion Research. LEG has managed virtually all of its successful community college district bond elections with Fairbank, Maslin, Maullin, Metz & Associates (FM3 Research), your District's designated 2012

pollster. LEG and FM3 Research have enjoyed a successful track record of success on more than 75 projects and worked together on Measure C.

- 2) Identify which aspects of the District's updated Facilities Master Plan or its concepts, are of greatest interest to voters.
- 3) Continuously update and seek input from your internal stakeholders on facilities and bond planning issues.
- 4) Continuously update and engage external opinion leaders and the public-at-large on your current successes and future needs through: Speakers' Bureau Outreach, Earned (nonpaid) Media, New Media, Internet strategies, and informational mailings.
- 5) Refine the District's 2012 Bond Expenditure Plan to reflect community priorities as identified in the polling and outreach processes.
- 6) Work with District Bond Counsel to develop important voter information and handbook materials that describe your 2012 Bond Measure clearly and effectively to your voters in today's tough economy.

To ensure that Coast Community College District is effectively positioned for its bond planning, LEG will provide the following strategic, communications and project management services related to a potential 2012 Bond.

Initial Planning and Assessment

To gain hands-on familiarity with current Coast CCD needs, LEG will:

- ✓ Meet with the Coast CCD Leadership Team to discuss academic programs, successes, challenges and problems.
- ✓ Tour and visit the Coastline, Golden West, and Orange Coast campuses -- including all facilities built with Measure C dollars -- and talk to your stakeholders -- students, faculty and staff -- about current needs.
- ✓ Thoroughly review all recent news clips about the District and College.
- ✓ Conduct additional analysis of all election results and demographic shifts in the District since its 2002 Measure C campaign.

This background work will provide LEG experts with the information we need on your current academic programs and successes; the specific needs facing the College today; the perspectives of faculty, local educators, and stakeholders; and the historical and political context of the public's views of the College and its needs.

Following LEG's independent review and analysis of the District's updated survey, LEG will develop a Strategic Bond Communications Strategy -- including key recommendations for the communications and planning activities that are recommended to ensure bond viability.

Engaging District Stakeholders and the Public At Large

To build the foundation for a successful 2012 District-sponsored Bond Planning Program, the District must methodically build awareness among your current District Stakeholders and the community-at-large (local elected officials, community opinion leaders, and local residents) about current needs.

Doing so will build consensus among your internal Stakeholders and educate the community-at-large about Coast CCD's current vision, priorities, academic, funding and facility needs.

Outreach that mobilizes and engages constituents and citizens – and localizes the message -- has particular value for Districts like yours, as it is comprised of communities that are very diverse, with unique constituencies. Our objectives are to:

Build buy-in with District Stakeholder and External Influentials. The volatility of today's market and the state/federal budget crisis means that any 55% requirement tax measure still needs a strong level of consensus among stakeholders and influentials. All internal District stakeholders – including students, faculty, staff, alumni, donors and the associations that represent these stakeholders – must be kept informed throughout the process and engaged early. In addition, we would recommend engaging key members of the existing, Measure C Oversight Committee as appropriate, since the Committee could be an excellent messenger for the District's Measure C results and fiscal stewardship. LEG will prepare a schedule for Stakeholder and Key Influential updates, and prepare the drafts of these updates.

Educate and Engage your Public in a legally permissible fashion. We must methodically educate your constituents on Coast CCD's current academic, facility and funding needs. LEG will identify key messages for dissemination in the nonpartisan public information materials our office will conceive, produce and mail on behalf of the District. Samples of LEG's past work for the District and more recent award-winning direct mail products are included as part of our submittal package.

As noted above and consistent with LEG's best practices, Bond Counsel will approve all District mailers and informational materials prior to being produced to ensure that they are informational and not advocacy in nature.

Identify Messengers for External Outreach. In most Districts faculty members, local alumni, and the Superintendent/President, enjoy credibility as messengers for a potential 2012 bond measure. Supplementing internal stakeholders with external community messengers is an essential part of your strategy to update your community on your current needs.

Public safety and health care leaders, business stakeholders, representatives of senior organizations, and taxpayer advocates have all been effective partners with LEG's other districts in speaking about the needs. As part of our preparation effort, we will make recommendations to the District about the external partners/messengers who should be engaged in your effort, and train them. As part of this strategy, we have advised many of our CCDs to convene high-level Blue Ribbon Bond Advisory

Committees to provide additional input and perspectives during the process. We are looking forward to discussing how this strategy could assist Coast CCD in 2012, in light of your diverse reach of communities and constituencies.

As in our past partnership, LEG will provide important nonpartisan Speakers' Bureau materials, support, and training so District messengers can appropriately and legally educate the public at large about the facts of your potential bond proposal throughout the process. These activities can be conducted on work-time, so long as they are nonadvocacy in nature. Talking points and presentation materials will be developed by LEG.

Conceive and Produce Direct Mail Communications. As noted above, we must effectively convey to your community that another bond is essential to addressing critical needs at Coast CCD. Key messages will be identified and reinforced in the nonpartisan public information materials we will conceive on behalf of the District. This is NOT "general PR" but very specifically focused and tailored communication. All messages are tested first in the polling that will be conducted early in our planning process.

Take advantage of all forms of Media. As you know, communication modes have changed dramatically since 2002. Traditional print media is no longer the only major avenue of communications. We will take full advantage of community media, organizational or neighborhood-based publications, the District's website, E-updates, and new media in advancing the District's vision and message.

Effectively address all "Rapid Response" needs. In today's era of 24-7 information availability, many of our districts are grappling with the most effective and prudent responses to negative media, unforeseen controversy, mixed coverage from bloggers, or the immediate posting of news. Not all of our community college districts, for example, have enjoyed editorial media support for their bonds. Crafting a timely and effective strategy and knowing when and how to respond, are key services that LEG provides to support your Public Information Office.

Structuring Your Bond Proposal

Prior to placement of the final bond package on the ballot, a tracking poll is typically recommended. LEG will oversee and facilitate that process to ensure that all relevant issues are vetted at that time.

LEG will recommend the parameters of a General Obligation Bond Measure that reflects your community's current concerns and priorities, and work with Bond Counsel to refine the ballot question and collaborate on other Voter Handbook submittals so that they are understandable to the average person. Typically, these will include the Ballot Question, District Resolution, and Ballot Argument/Rebuttal.

As is LEG's standard practice for other district clients, Bond Counsel will be the final authority on all legal issues, but LEG will provide essential, value-added strategic input and facilitate the participation of other professionals.

TIMELINE

As the District is undoubtedly aware, if you are considering a June 2012 bond election, the statutory deadline for submission of all bond-related voter handbook materials to the Orange County Elections Office is Friday, March 9th. Working backwards from that date, the following timeline would be necessary for a June 2012 election:

- Week of February 6th:** Analyze June 2012 viability, reach consensus on proceeding
- Week of February 13th:**
 - Update Board and internal District stakeholders
 - Develop initial Informational Materials, conduct message training
 - Identify first tier Key Opinion Leaders to contact
 - Refine Bond Plan
- Week of February 20th:**
 - Begin contacting Key Influentials to update on your planning
 - Issue Internal/External updates
 - Continue to refine Bond Plan based on stakeholder/influential reactions
 - Update the District website with information
- Week of February 27th:** Finalize all voter handbook materials
- Week of March 5th:**
 - Board acts to place the bond on the June 2012 ballot
 - Submit measure materials to County Elections Office
- Week of March 12th:**
 - Update internal District stakeholders
 - Issue external Opinion Leader letter and Districtwide informational mailing announcing Board action
 - Prepare Impartial Tax Analysis and Ballot Arguments
 - All work transfers to a Political Campaign Committee

The District may find the timeline for a November 2012 to be more practical, with higher participation levels from younger voters, Democrats and women who in our past experience are more likely to support your measure.

As you may already be aware and consistent with LEG's past experience within your District, Coast CCD has an overwhelming number of voters who are 65+, who constitute a critical audience for the District. In a June Primary Election, the vote share of those 65+ could be as high as 40%; in a November General Election their slice of the electorate settles down to 25%.

The sample timeline for November is on the following page.

Recommended November 2012 Election Timeline

Coast CCD Bond Measure Planning

The following is a recommended timetable.

Identifies only those activities that can legally be implemented by the District.

JANUARY - FEBRUARY 2012	<ul style="list-style-type: none"> <input type="checkbox"/> Make final decisions on remaining bond professionals <input type="checkbox"/> Analyze polling results for feasibility <input type="checkbox"/> Recommend Communications/Public Relations Plan <ul style="list-style-type: none"> o Recommended Internal & External District Communications Plan o Recommended District Communications Budget <input type="checkbox"/> Brief District's Internal Executives/Stakeholders <ul style="list-style-type: none"> o Board of Trustees o Foundation Board o Student Government Officials o Faculty and Staff Association Leadership o Existing Bond Oversight Members o Assess Internal Reactions from stakeholders <input type="checkbox"/> Reach District consensus on next steps <ul style="list-style-type: none"> o Authorize Project Budget
MARCH 2012	<p>FOCUS ON INTERNAL FOUNDATION-BUILDING</p> <ul style="list-style-type: none"> <input type="checkbox"/> Refine Database of external Opinion Leaders <ul style="list-style-type: none"> o District updates list of up to 1000 external community leaders/Key Influentials to receive additional information <input type="checkbox"/> Work on Bond Expenditure Plan <ul style="list-style-type: none"> o District and Team refines the "Bond Project List" with input from opinion survey <input type="checkbox"/> Engage existing Measure C Citizens Oversight Committee on 2012 Bond planning <input type="checkbox"/> Brainstorm Bond Advisory Committee members and issue invitations to join committee
APRIL 2012	<p>INITIATE UPDATES TO EXTERNAL COMMUNITY</p> <ul style="list-style-type: none"> <input type="checkbox"/> Continue internal Stakeholder meetings/briefings <input type="checkbox"/> Develop and Mail external Opinion Leader Letter #1 <ul style="list-style-type: none"> o LEG drafts letter o District mails letters to the database of external community leaders/Key Influentials <input type="checkbox"/> Develop external Speakers' Bureau Hit list <input type="checkbox"/> Develop Speakers' Bureau Training Materials, Conduct Training <ul style="list-style-type: none"> o Develop external Speakers' Bureau Toolkit o Train and deploy a dozen District Leaders, including

	<p>Cabinet, selected students and professors to deliver presentations to external community groups/organizations.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Issue Internal Faculty/Employee/Stakeholder E-Update on bond planning <input type="checkbox"/> Convene first meeting of Bond Advisory Committee <input type="checkbox"/> Produce/Mail Measure C Accountability Report <input type="checkbox"/> Launch external Speakers' Bureau (District) <ul style="list-style-type: none"> o The District will begin delivering presentations throughout the District to community organizations to discuss the current needs <input type="checkbox"/> Continue to refine Bond Plan specifics <input type="checkbox"/> Implement Earned Media <input type="checkbox"/> Issue Bond Advisory Group Meeting Invitations and convene initial meeting
MAY 2012	<p>LAUNCH BROAD-BASED EXTERNAL COMMUNICATIONS, CONTINUE INTERNAL COMMUNICATIONS</p> <ul style="list-style-type: none"> <input type="checkbox"/> Continue external Speakers' Bureau deployment <input type="checkbox"/> Assess email/internet databases <input type="checkbox"/> Issue Internal Faculty/Employee/Stakeholder E-Update on bond planning <input type="checkbox"/> Implement informational mailer #1 <input type="checkbox"/> Implement Opinion Leader letter #2 <input type="checkbox"/> Community Bond Advisory Group Meeting #2 <input type="checkbox"/> Implement Earned Media
JUNE 2012	<ul style="list-style-type: none"> <input type="checkbox"/> Issue Internal Faculty/Employee/Stakeholder E-Update on bond planning <input type="checkbox"/> Implement informational mailer #2 <input type="checkbox"/> Continue external Speakers' Bureau outreach efforts <input type="checkbox"/> Implement Earned Media <input type="checkbox"/> Begin to draft all resolution and voter hand-book materials <input type="checkbox"/> Assess potential Advocacy Campaign resources <input type="checkbox"/> Build momentum for Board Presentation
JULY 2012	<ul style="list-style-type: none"> <input type="checkbox"/> Implement informational mailer #3 after 4th of July <input type="checkbox"/> Conduct Tracking Poll for feasibility as needed after 4th of July, following Mailer #3 <input type="checkbox"/> Finalize all voter handbook materials <input type="checkbox"/> Conduct Final Community Bond Advisory Group Meeting <input type="checkbox"/> Board acts to place Bond on November 2012 ballot <input type="checkbox"/> Mail final Opinion Leader Letter <input type="checkbox"/> Work transfers to a non-College sponsored volunteer campaign committee for all partisan activities

DISCLOSURE

None.

PROPOSED COST

Though our fees have increased significantly since our partnership in Measure C, The Lew Edwards Group's proposes the same fee we charged the District in 2002 to prepare for a potential November 2012 bond election -- \$45,000. Please note that without exception, The Lew Edwards Group does not charge on an hourly or time and materials basis.

This fee is for District-sponsored planning only, as campaign management fees will be agreed upon with the Community Campaign Committee, at a later time.

LEG's proposed fee represents the District's cost to retain our strategic expertise and overall project management -- and does not include out of pocket expenses (such as mileage, teleconferencing, messenger costs, etc.) We recommend a "not to exceed" budget of \$2,500. Only those expenses actually incurred, would be invoiced at cost.

The fee also does not include other project costs such as tracking surveys as needed (they were necessary in 2002); graphics; printing; data; bulk postage; mailing house fees; or other expenses associated with the District's informational communications program. In our Measure C planning, the District issued three informational mailings prior to Board placement of the measure on the ballot, at a cost of \$250,000. Since that time, the costs of postage have increased dramatically along with the number of voters in your universe.

When LEG has assessed the difficulty of the task and the level of activities necessary following implementation of the District's baseline survey, LEG will recommend an appropriate project budget for the District's nonpartisan public education effort.

Summary of Bid

Professional Fee (same fee as in 2002):	\$45,000
NTE out-of-pocket expenses:	\$2,500
TOTAL:	\$47,500

As described above, does not include the costs of mailings or additional project expenses such as tracking poll(s). The budget for these items will be determined following review of the District's polling results.

DISTRICT FORMS

Are executed and included in the Appendix to this proposal.

CONCLUSION

In closing, we would like to thank the Coast Community College District for inviting The Lew Edwards Group to submit a proposal to meet your needs. Few firms can match our award-winning communications and strategic approach, California tax/bond track record, and undefeated success on behalf of California's community college districts and specifically, our past and recent success within your College District.

As noted above, required District forms are included in the Appendix.

Coast Community College District
BOARD POLICY
Chapter 4
Business Operations

BP 6340 Contracts

Education Code Sections 81641, et seq.
Public Contracts Code Sections 20650, et seq.

The ~~Board delegates to the Chancellor or designee the authority to enter into~~ **recommends the approval of** contracts ~~on behalf of the District and to establishes~~ administrative procedures for contract awards and management, subject to the following:

- Contracts are not enforceable obligations until they are **approved** ~~ratified~~ by the Board.
- Contracts for work to be done, services to be performed, or for goods, equipment or supplies to be furnished or sold to the District that exceed **\$50,000** ~~the amounts specified in Public Contracts Code Section 20651~~ shall ~~require prior approval by the Board~~ **be placed on the Discussion Calendar of the Board's Agenda in accordance with Board Policy 2210. Contracts less than \$50,000 in value may be placed on the Consent Calendar of the Board's Agenda in accordance with Board Policy 2210.**
- When bids are required according to Public Contracts Code Section 20651, the Board shall award each such contract to the lowest responsible bidder who meets the specifications published by the District and who shall give such security as the Board requires, or reject all bids.

If the Chancellor or designee concludes that the best interests of the District will be served by prequalification of bidders in accordance with Public Contracts Code Section 20651.5, prequalification may be conducted in accordance with procedures that provide for a uniform system of rating.

~~If the best interests of the District will be served by a contract, lease, requisition, or purchase order through any other public corporation or agency in accordance with Public Contracts Code Section 20652, the Chancellor or designee is authorized to proceed with a contract.~~

Adopted February 5, 2003
Revised **XX/XX/XXXX**
Replaces CCCD Policy 040-1-2.2, Fall 2010

Coast Community College District
BOARD POLICY
Chapter 4
Business Operations

BP 6100 Delegation of Authority

Education Code Sections 70902(d), 81655, 81656

The Board delegates to the Chancellor or designee the authority to supervise the general business procedures of the District to assure the proper administration of property and contracts; the budget, auditing and accounting of funds; the acquisition of supplies, equipment and property; and the protection of assets and persons. All transactions shall comply with applicable laws and regulations and with the California Community Colleges Budget and Accounting Manual.

No contract shall constitute an enforceable obligation against the District until it has been approved or ~~ratified~~ by the Board. (See Board Policy 6340).

The Chancellor or designee shall make appropriate periodic reports to the Board and shall keep the Board fully advised regarding the financial status of the District.

Adopted February 5, 2003
Revised XXXXXXXX
Replaces CCCD Policy 040-1-1.1, Fall 2010

Coast Community College District
BOARD POLICY
Chapter 2
Board of Trustees

BP 2740 New Trustee Orientation

Accreditation Standard IV.B,1.f

All new trustees elected to the governing board of the Coast Community College District (CCCD) shall receive an orientation packet of materials that includes items of frequent use Trustees:

- A copy of the Brown Act.
- Board Policy 2715 Code of Ethics.
- A description of *Sturgis Rules of Order* (Book).
- An index of Board Policies (that are available on the District website at www.cccd.edu).
- A glossary of Coast Community College District acronyms and terms.
- A list of all District-wide committees and their meeting schedules, including acknowledgement that Board members may periodically attend such meetings.
- A list of Executive Staff and Trustees.
- Current information on Academic Senates.
- The Coast Community College District Vision 2020 Master Plan and the District-Wide Strategic Plan.
- A list and description of student organizations, including the Associated Students of each college.

In addition to this, new Trustees shall be made aware of the following reference materials:

- The Community College League of California (CCLC) summary and analysis of B1725
- College catalogs, class schedules and other major District publications.
- Copies of the Collective Bargaining Agreements with the Coast Community College District constituency groups.
- A summary of the role and participation level of student members on the governing board.

- Enrollment reports reflecting student demographics and enrollment patterns.

In addition to reviewing the printed materials, the new trustee orientation process shall include the opportunity for the trustee to:

- Review Board Operations with the Secretary of the Board:
 - Agenda Management
 - Minutes
 - Board Policies
- Review the District Budget with the Vice Chancellor of Administrative Services and Finance.
- Meet with the Chancellor and current members of the Board, either collectively or individually.
- Tour the college campuses with the college Presidents.
- Meet with student leaders from the colleges.

The new trustee orientation process shall also include, as appropriate:

- Participation in the Community College League of California (CCLC) New Trustee Orientation Workshop.
- A retreat with the Coast Community College District Board of Trustees, or alternatively an in-depth meeting with the Board President.
- Meetings with employee constituency groups:
 - Academic Senates
 - Coast Federation of Classified Employees(CFCE)
 - Coast Community College Association-California Teachers Association/National Education Association (CCCA-CTA/NEA)
 - Coast Federation of Educators/American Federation of Teachers (CFE/AFT)
 - Association of Confidential Employees (ACE)
 - Coast District Management Association(CDMA)
 - Educational Administrators
- Meetings at State/National conventions.

Trustees are encouraged to attend professional organization conferences for employee groups, trustees and students.

Adopted XX/XX/XXXX

Coast Community College District
BOARD POLICY
Chapter 3
Educational Programs and Student Relationships

Edits as of February 53, 2012

BP 5030 Student Fees and Charges Policy

The Coast Community College District Board of Trustees shall levy fees in accordance with provisions of the Education Code and the California Code of Regulations, Title 5. The fee amounts are as prescribed in the Coast Community College District Fee Schedule (Administrative Procedure 5030).

~~Education Code Section 72289~~

Fees Collected at Time of Enrollment

Enrollment Fee (Education Code Section 76300, California Code of Regulations Title 5 Sections 58500-58503) - Each student, except for those noted below, enrolling in a credit course will be charged an enrollment fee as prescribed in the Education Code Section ~~7225276300~~ and pursuant to the California Code of Regulations, Title 5 Sections 58500-585063. The Enrollment Fee requirement shall be defrayed for any student who, at the time of enrollment, is a recipient of benefits under the Aid to Families with Dependent Children Program, the Supplementary Security Income/State Supplementary Program, a general assistance program, or is a current high school student.

Non-Resident Tuition Fee (Education Code Section 76140) - Students who are determined to be non-residents of California for community college attendance purposes, according to District policy for student residence classification, are required to pay non-resident tuition as established by the Board of Trustees ~~according in accordance to with Education Code Section 76140 of the California Education Code~~. The non-resident tuition fee is established by the Coast Community College District Board of Trustees no later than February 1 of each year for the succeeding year.

~~Education Code Section 76140~~

Capital Outlay Fee (Education Code Section 76141) - In accordance with Education Code Section 76141, students required to pay a non-resident tuition fee will also pay a capital outlay fee. A student who can demonstrate economic hardship or who is a victim of persecution or discrimination in the country in which the student is a citizen and resident, is exempt from this fee. Economic hardship is defined as a recipient of benefits under the Temporary Assistance for Needy Families program described in Part A of Title IV of the Social Security Act, the Supplemental Income/State Supplementary Program, or a general assistance program. This fee may not exceed 50% of the non-resident tuition. This fee may not exceed the amount that was expended by the district for capital outlay in the preceding fiscal year divided by the total full-time equivalent students of the district in the preceding fiscal year. This fee may be expended only for purposes of capital outlay, maintenance, and equipment.

Course/Instructional Materials Fee (Education Code 76365, California Code of Regulations Title 5 Sections 59400-59408)- In accordance with regulations of the Board of Governors of the California Community Colleges, Education Code, Section 76365, California Code of Regulations, Title 5, Sections ~~Section~~ 59400, -59408, the Coast Community College District shall provide instructional and other materials free of charge to students ~~instructional materials~~ except for ~~the following~~ certain required instructional materials as explained in the following paragraph, which the student shall purchase from the District at ~~the District's~~ cost.

Required Instructional and Other Materials~~Instructional Materials.~~ ~~Required instructional and other materials means any instructional and other materials which a student must procure or possess as a condition of registration, enrollment or entry into a class; or any such material which is necessary to achieve those required objectives of a course which are to be accomplished under the supervision of an instructor during class hours.~~ A fee may be charged for ~~Required instructional and other materials which are of continuing value outside of the classroom setting. These are materials which can be taken from the classroom setting, and which are not wholly consumed, used up, or rendered valueless as they are applied in achieving the required objectives of a course which are to be accomplished under the supervision of an instructor during class hours.~~

~~Materials required to complete the objectives of credit and noncredit courses, and that are tangible property of continuing value outside the classroom which the student will retain as his or her own property. The District shall have the discretion either to charge or not to charge a fee for instructional materials of the types required instructional and other materials which are of continuing value outside of the classroom setting as indicated described above.~~

Such fees will cover actual District costs. Instructional Materials fees are established by the Coast Community College District Board of Trustees once for each fall semester and once for each spring semester. Individual course fees are contained in the class schedule of each of the Coast District colleges. Students may choose to provide the materials in lieu of paying the Instructional Materials fees.

~~Education Code Sections 76365, California Code of Regulation, Title 5 Sections Title 5 Sections 59400-59408~~

Parking Fee (Education Code Sections 76300, 76360)- In accordance to Education Code Section 76360, Sstudents utilizing the parking lots at Orange Coast, Golden West, and Coastline Colleges must obtain a parking permit at a cost specified by the Board of Trustees as reflected in the fee schedule (Administrative Procedure 5350). In accordance to Education Code Section 76360 subdivision (c), students who receive financial assistance pursuant to any programs described in subdivision (g) of Education Code Section 76300 shall be exempt from parking fees that exceed \$30 per semester. The fee for summer session will be one-half of that charged for a full semester at Orange Coast and Golden West Colleges. The fee for summer session will be three-fifths of that charged for a full semester at Coastline College.

The parking fee generally may not exceed the District's actual cost of providing parking services. The only exception to this, as detailed in sub-section "b" of Education Code Section 76360 of the Education Code, is if the fee is used to fund the construction of an on-campus parking facility.

To encourage ridesharing and carpooling, the fee shall not exceed thirty-five dollars (\$35) per semester and fifteen dollars (\$15) per intersession for a student who certifies, in accordance with procedures established by the Coast

Community College Board of Trustees, that he or she regularly has two or more passengers commuting to the community college with him or her in the vehicle parked at the community college.

Education Code Section 72247

Auditing Fee (Education Code Section 76370)- The Coast Community College District Colleges, pursuant to Education Code Section ~~72252.3~~76370, permits limited auditing when in the opinion of the College President or his/her designee a student may be adversely affected due to circumstances beyond the student's control or that a program of the college will benefit from the attendance of the student. No student auditing a course shall be permitted to change his/her enrollment status in that course to receive credit for the course. Priority in class enrollment shall be given to students desiring to take the course for credit. Classroom attendance of students auditing a course shall not be included in computing the apportionment due the District. The auditing fee amount is listed in the Fee Schedule (Administrative Procedure 5030).

Education Code Section 72252.3

Health Services Fee (Education Code Section 76355) - Each student enrolling in one or more courses at Coastline, Golden West or Orange Coast Colleges shall be charged a fee in accordance with Education Code Section 76355 for health supervision and services including the operation of student health centers. Health Services fees for Golden West College, Coastline Community College and Orange Coast College shall be established each academic year based on the previous year plus the same percentage increase as the Implicit Price Deflator for State and Local Government Purchase of Goods and Services, which is not to exceed \$1.

In accordance with Education Code Section 76355, the following category of students shall be exempt from the Health Services fee:

- 1) Students who depend exclusively upon prayer for healing in accordance with the teachings of a bona fide religious sect, denomination, or organization.
- 2) Students enrolled in an approved apprenticeship training program.
- 3) Students enrolled only in courses of two weeks or less duration.
- 4) Students enrolled only in non-credit courses.
- 5) Students enrolled only in study abroad programs or only in study abroad programs and non-credit courses.
- 6) Students who are incarcerated

Authorized expenditures shall not include, among other things, athletic trainers' salaries, athletic insurance, medical supplies for athletics, physical examinations for intercollegiate athletics, ambulance services, the salaries of health professionals for athletic events, any deductible portion of accident claims filed for athletic team members, or any other expense that is not available to all students. No student shall be denied a service supported by student health fees on account of participation in athletic programs.

~~Education Code Section 72246~~

Other Fees

Student Records Fee (Transcripts/ and Verifications) Fee (Education Code Section 76223)-

A transcript and/or verification fee not to exceed the actual cost of furnishing the transcript or the verification will be charged except that each student shall be entitled to two free copies of his or her college transcript or two free verifications or combination thereof.

~~Education Code Section 76223~~

Community Services Charges (Education Code Section 78300) - A charge for community services offerings will be assessed to each person for services received. Charges are established per event or class at the time of the approval by the Coast Community College District Board of Trustees.

~~Education Code Section 78305~~

International Student Application Fee (Education Code Section 76142) — In accordance with Education Code Section 76142, An application fee will be charged to international students to help offset the staff time involved to process all documents, prepare and issue the I-20 form. This fee applies only if the student is both a citizen and a resident of a foreign country.

No processing fee shall be charged to an applicant who would be eligible for an exemption from nonresident tuition pursuant to Section 76140 or who can demonstrate economic hardship. Economic hardship includes the financial circumstances of a person who is a victim of persecution or discrimination in the foreign country in which the applicant is a citizen and resident, or who is a recipient of benefits under the Temporary Assistance for Needy Families program described in Parts A and F of Title IV of the Social Security Act, the Supplemental Income/State Supplementary Program, or a general assistance program.

~~**Photo I.D. - Photo I.D.** — Each student enrolling at Golden West College and Orange Coast College will be charged a one-time \$2.50 material fee for a bar code and magnetic strip photo I.D. card. A charge of \$2.50 will be assessed for replacement cards.~~

Voluntary Payments -The Chancellor is authorized to develop a schedule of voluntary charges (non-mandatory assessments) for goods and services which the student may or may not choose to receive. Voluntary charges may include, but are not necessarily limited to, College Services charge; prior learning assessment services; Cosmetology Services charges (Golden West College); assessments for duplicate Continuing Education Certificates; assessments for duplicate copies of student programs; assessments for Gold Key cards; assessments for library cards; assessments for locker contents removal/storage; assessments for lost student identification cards; assessments for placement services; and, assessments for towel usage. Voluntary payments shall reasonably approximate the cost of the goods or services and shall be posted where goods and services are available or shall be published in appropriate college publications.

~~Education Section 72233, 72230~~

Adopted January 28, 1987

Revised May 7, 1997

Revised July 21, 2004

Revised January 18, 2006

Replaces CCCD Policy 030-1-3, Fall 2010

Revised Board of Trustees Meeting February XX, 2012

Coast Community College District
BOARD POLICY Administrative Procedures
Chapter 3
Educational Programs and Student Relationships

BP 5032 Administrative Procedure AP 5030 District Student Fees and Charges Fee Schedule (see BP 5030 Student Fees and Charges)
Edits as of February 5, 2012

Fees Collected at Time of Enrollment

Enrollment Fee - ~~The fee per unit per semester or summer session shall be that amount established by legislation.~~

The enrollment fee is \$36 per unit per semester through spring 2012. Effective summer 2012, this fee is \$46 per unit per semester.

Non-Resident Tuition Fee - The fee is established by the Coast Community College District Board of Trustees in accordance with Education Code Section ~~provision~~ 76140 no later than February 1 of each year for the succeeding year. ~~The fee for 2001-02 shall be \$134 + \$8 for capital outlay. [Board date 01/17/01]~~ The non-resident tuition fee is published in the class schedule and website of each college in the District.

Capital Outlay Fee – the fee is established by the Coast Community College District Board of Trustees in accordance with Education Code Section 76141.

Instructional Material Fee - Optional to student. ~~Fees are established by the Board of Trustees once for each fall semester and once for each spring semester. Individual course fees are contained in a separate listing~~ the class schedules of each of the Coast District Colleges.

Parking Fee - Parking fees for Golden West and Orange Coast Colleges are ~~\$2030~~ per each semester, fall and spring, and ~~\$4015~~ per summer session. Parking fees for Coastline Community College are ~~\$4015~~ per each semester, fall and spring, and ~~\$5.007~~ per summer session. Students who carpool or rideshare are charged the same parking fees in accordance with BP 5030.

Auditing Fee - A \$15 fee per unit per semester including short term and summer classes. Students enrolled in classes to receive credit for ~~six~~ 10 or more semester units ~~shall~~ will not be charged a fee to audit three or fewer units per semester; however, they will be charged for units in excess of three at the rate of \$15 per unit.

Health Services Fee - ~~Health Services fees are \$16 per semester fall and spring and \$13 for all or any portion of the summer session or intersessions for Golden West and Orange Coast Colleges. (These fees became effective in Fall 2008.) Health Services fees are \$7.00 per semester and for any portion of the summer session or intersessions for Coastline Community College. (This fee became effective in Fall 1997.)~~

Other Fees

Student Records Fee (Transcripts/ and Verifications) Fee – The first two copies of a

transcript and/or verification ever requested shall be produced free of charge to the student. For subsequent requests, the charge will be \$5 per copy. For each copy of his or her transcript or for each student records verification in excess of the first two, the charge will be \$3. An additional fee of \$5 will be charged for special handling (optional).

Community Services Charges - Charges are established per event or class at the time of the Board of Trustee's approval by the Coast Community College District Board of Trustees.

International Student Application Fee - A fee of \$30 shall be charged to international students for application processing. ~~(This fee became effective in Spring 1992.)~~

Golden West College Criminal Justice Training Center - A fee of \$20 shall be charged to students requesting duplicate program certificates. ~~(This fee will become effective in Fall 2001.)~~

Voluntary Payments - Voluntary payments shall reasonably approximate the cost of the goods or services and shall be posted where goods or services are available or shall be published in appropriate college publications.

Adopted January 28, 1987

Revised July 18, 2001

Revised November 21, 2001

Revised June 16, 2004

Revised December 14, 2005

Revised June 18, 2008

Replaces CCCD Policy 030-1-5

Replaces CCCD Board Policy 5032

Revised January XX, 2012



**ACCREDITING
COMMISSION
for COMMUNITY and
JUNIOR COLLEGES**

10 COMMERCIAL BOULEVARD
SUITE 204
NOVATO, CA 94949
TELEPHONE: (415) 506-0234
FAX: (415) 506-0238
E-MAIL: accjc@accjc.org
www.accjc.org

Chairperson
E. JAN KEHOE
CCLDIF

Vice Chairperson
LURELEAN B. GAINES
East Los Angeles College

President
BARBARA A. BENO

Vice President
SUSAN B. CLIFFORD

Vice President
STEVE MARADIAN

Vice President
GARMAN JACK POND

Associate Vice President
LILY OWYANG

Business Officer
DEANNE WILBURN

ITAS
TOM LANE

Administrative Assistant
CLARE GOLDBERG

June 30, 2008

Dr. Robert Dees
President
Orange Coast College
2701 Fairview Road
Costa Mesa, CA 92628

Dear President Dees:

The Accrediting Commission for Community and Junior Colleges, Western Association of Schools and Colleges, at its meeting on June 4-6, 2008, reviewed the Progress Report submitted by Orange Coast College and the report of the evaluation team which visited on Tuesday, April 15, 2008. The purpose of this review was to assure that the recommendations made by the evaluation team were addressed by the institution. The Commission took action to accept the report.

The Commission also acted to issue a **Warning** and to request that Orange Coast College correct the deficiencies noted. The College is required to complete a Report, demonstrating resolution of the recommendations below, by **March 1, 2009**. The report will be followed by a visit of Commission representatives.

A warning is issued when the Commission finds that an institution has pursued a course of action which deviates from the Commission's eligibility criteria, standards of accreditation, or policy to an extent that raises a concern regarding the ability of the institution to meet accreditation standards. The accredited status of the institution continues during the warning period.

I also wish to inform you that under U.S. Department of Education regulations, institutions out of compliance with standards or on sanction are expected to correct deficiencies within a two-year period or the Commission must take action to terminate accreditation. Orange Coast College must correct the deficiencies noted by **June 2009**.

The Report of March 1, 2009 must demonstrate the institution's resolution of the recommendations below:

RECEIVED

JUL - 2 2008

CHANCELLOR'S OFFICE

College Recommendation 1: The team recommends that the College accelerate its efforts to identify measurable student learning outcomes for every course, instructional program, and student support programs and incorporate student learning assessments into course and program improvements (Standards I.B, I.B.1, II.A.1.c, II.A.2.a, II.A.2.b, II.A.2.e, II.A.2.f, II.A.2.i, II.A.3, H, B.4, II.C.2).

College Recommendation 2: The team recommends that the College strengthen the content of its program reviews to include a comprehensive and meaningful analysis of data with particular emphasis on student enrollment, program completion, retention, success, and achievement of student learning outcomes and make improvement to its programs based on the results of the enhanced program review process (Standards I.B.3, I.B.6, I.B.7, II.A.1.a, II.A.1.c, II.A.2.a, II.A.2.b, II.A.2.e, II.A.2.f, II.B.1, II.B.3.c, II.B.4, II.C.2).

College Recommendation 3: The team recommends that the College broaden the focus of its academic, student services, and administrative planning and budgeting processes for human, physical, technological, and administrative planning and financial resources beyond an annual basis to encompass a longer-term framework. Plans, accompanied by budget allocations, must be developed for the replacement of equipment and technology, repair and maintenance of buildings and facilities, and the hiring of instructional and non-instructional personnel. The transparency of the College's planning and budgeting processes must be enhanced, with the instructional stakeholders made more aware of the procedures and criteria employed. The process should draw upon findings and recommendations contained in the program review and be filtered through the College's planning committee structure (Standard I.4.A, I.B.3, I.B.4, I.B.5, I.B.6, I.B.7, II.C.1, II.C.1.a, II.C.1.c, III.A.6, II.D.1.c, III.D.3, IV.A.1).

District Recommendation 11: The team recommends that the College and District adhere to the Commission policy for the evaluation of institutions in multi-college districts by immediately delineating specific District functions as distinct from those of the colleges' functions, and communicate these delineated functions to all College and District constituencies, so there is a clear understanding of their respective organizational roles, authority and responsibilities for the effective operations of the colleges, and in meeting the Accreditation Standards (Standards IV.B, IV.B.3, IV.B.3.a, IV.B.3.g, and Policy and Procedures for the evaluation of Institutions in Multi-College/Multi-Unit Districts or Systems, January 2004).

Commission Concern 1: The College must demonstrate that it is in compliance with Eligibility Requirement 8, which requires that the institution's degree programs "culminate in identified student outcomes."

Commission Concern 2: The College should define and publish "for each program the program's expected student learning and achievement outcomes (Eligibility Requirement 10).

Dr. Robert Dees
Orange Coast College
June 30, 2008
Page Three

With regard to Commission Concerns 1 and 2, the Commission reiterates these from the June 2007 Commission action letter and notes that they were not addressed in the College's Progress Report of April 2008. The abovementioned concerns are based upon the institution's statement that instructors are "not contractually required to provide a syllabus" thus placing the institution out of compliance with Commission Standards (Standard II.A.6).

The recommendations contained in the evaluation team report represent the observations of the evaluation team at the time of the visit. The Commission reminds you that while an institution may concur or disagree with any part of the team report, the College is expected to use the report to improve the educational programs and services of the institution.

I have previously sent you a copy of the evaluation team report. Additional copies may now be duplicated. The Commission requires that you give the report and this letter appropriate dissemination to your College staff and to those who were signatories of your College report. This group should include the Chancellor, campus leadership, and the Board of Trustees. The Commission also requires that all reports be made available to students and the public. Placing copies in the College library can accomplish this. The Progress Report will become part of the accreditation history of the College and should be used in preparing for the next comprehensive evaluation.

On behalf of the Commission, I wish to express continuing interest in the institution's educational programs and services. Professional self-regulation is the most effective means of assuring integrity, effectiveness and quality.

Sincerely,



Barbara A. Beno, Ph.D.
President

BAB/tl

cc: Dr. Kenneth Yglesias, Chancellor, Coast Community College District
Ms. Melinda Nish, Accreditation Liaison Officer
Board President, Coast Community College District
Dr. James Meznek, Team Chair
Evaluation Team Members
Ms. Linda Henderson, U.S. DOE

Policy and Procedures for the Evaluation of Institutions in Multi-College/Multi-Unit Districts or Systems

(Adopted June 1999; Revised January 2004, January 2009, June 2011)

Background

Almost half of the member institutions are part of larger systems, either by being part of a multi-college district/system or by being owned by a larger corporate entity. Institutions must work closely with the district/system to ensure that Eligibility Requirements, Accreditation Standards, and Commission policies are met and quality is sustained. The district/system's role is to facilitate and support the successful implementation of the institutional mission and institutional effectiveness. This necessitates dialogue between the institutions and district/system and among the institutions within the district/system.

The Commission evaluates based on the Standards regardless of organizational structure. In single-college districts/systems all functions are carried out by the same entity. For multi-college districts/systems, key functions that relate to the Standards may be distributed among the institutions and the district/system in various patterns. In order for the Commission to evaluate institutions in single-college and multi-college organizations fairly, institutions must inform the Commission about their functional organization and involve district/system and college personnel responsible for the functions in accreditation activities.

The integrity of the district/system programs and services falls within the scope of the institution's accreditation. The district/system auxiliary programs and services are subject to review if the program or service is executed in the name of the district/system or institution, or if the district/system administers or the board authorizes the program or service. The delineation and distribution of responsibilities among the district/system and the institution must be articulated clearly.

Policy

The Commission assures the equitable evaluation of all institutions regardless of organizational structures and clarifies the Commission's expectations regarding the conduct and outcomes of educational quality and institutional effectiveness reviews in multi-college districts/systems.

Policy Elements

1. While the Commission accredits individual institutions, the district/system holds a fundamental role and responsibility in the analysis and evaluation of district/system structures and how these structures assist the institutions to achieve and adhere to all the Eligibility Requirements, Standards, and Commission policies and gain and sustain accredited status.
2. Institutions have the responsibility to describe and delineate clearly the particular way functions are distributed in their unique multi-college organization. The distribution of these functions is to be evaluated. There must be evidence of ongoing communication between the institution and the district/system regarding the distribution of these functions. The

Commission will use this evidence to identify the locus of responsibility for the institution's ability to meet Accreditation Standards.

3. When serious inadequacies in a district/system function are verified, such deficiencies could jeopardize the accreditation of one, some, or all of the district/system institutions. Both the district/system and the institution in question are responsible for correcting these deficiencies.

4. The Commission reserves the right to initiate direct interaction with district/system officers regarding the ability of institutions to demonstrate that they meet or exceed the Standards. When district/system officers are contacted regarding an institution, the institution(s) will receive the same communication.

5. A district/system may make a special request to evaluate the effectiveness of its central functions in conjunction with scheduled educational quality and institutional effectiveness reviews (formerly comprehensive reviews). This activity is limited to issues related to the ability of institutions to demonstrate that they meet or exceed the Standards. The outcome of this activity does not result in any "accredited" status for the district/system.

Procedures for the Evaluation of Institutions in Multi-College/Multi-Unit Districts or Systems

A. Institutional Self Evaluation

1. As part of the institutional self evaluation process (formerly self study process) and in consultation with the district/system, the institution must specify through an organizational "map," which is a description of the delineation of district/system and college functions, whether the institution or district level holds the primary responsibility for all or parts of a specific function.

Moreover, the Commission recognizes that institutions in a multi-college system may have lateral relationships with other institutions in the district/system which should be included in the map. For example, police services may be a district/system service for all institutions in a multi-college district/system, yet located at one institution in the district/system.

2. Responsible individuals at the institution or in the district/system, must be actively involved in developing the Institutional Self Evaluation Report based upon who has responsibility for the institutional function(s) addressed in the Standards. As a result, close cooperation between and among the institutions and the district/system office is expected as a part of the preparation of the Institutional Self Evaluation Report.

3. In the Institutional Self Evaluation Report, institutions are expected to include a discussion of how the identified district/system functions and decisions affect the institutions' ability to meet the Standards. For example, the governing board's role in adopting the institutional mission statement is addressed in the Standard dealing with mission; the district/system office responsibility for personnel is discussed in the Standard appropriate to faculty and staff; the district/system financial allocation system should be included in the Standard in which financial resources are addressed. The organizational map will provide guidance for this

discussion. The effectiveness of the map's delineation of functions includes analysis, evaluation, and subsequent planning for organizational improvement.

4. The district/system chief executive officer and governing board are expected to be involved in the process of developing the Institutional Self Evaluation Report. The governing board must review the final Institutional Self Evaluation Report and certify its involvement in the institutional self evaluation process.

B. Evaluation Team Composition

Just as for institutions in single-college districts, evaluation team composition for institutions in multi-college districts/systems is shaped by the institution being accredited. Evaluation teams visiting institutions in multi-college districts/systems will have the range of expertise appropriate for the institution and also individuals with multi-college district/system perspectives.

C. District/System Evaluation Team Visit Organization

The Commission organizes site visits to institutions in multi-college districts/systems simultaneously or in clusters of institutions.

Prior to simultaneous site visits taking place in the institutions of a district/system, the Commission President will name a coordinating chair. This coordinating chair, in consultation with institutional evaluation team chairs, will form a small district/system evaluation team which may be drawn from all of the evaluation teams visiting the institutions. It will consist of all of the evaluation team chairs and such members of the respective evaluation teams as are needed to address the district/system issues identified in the Institutional Self Evaluation Reports and by the evaluation teams.

The purposes of the coordinating chair and district/system evaluation team are to:

- evaluate the evidence provided in the Institutional Self Evaluation Report to confirm that the functions provided by the district/system enable the institutions to meet the Standards,
- identify issues pertaining to the Standards that are related to district/system functions,
- ensure commonality and comparability of evaluation team recommendations across External Evaluation Reports (formerly Team Reports) when accreditation issues have district/system implications, and
- support the work of the teams evaluating each institution.

This evaluation team will meet with the district/system administration before the site visit to discuss prior district recommendations and will review evidence to evaluate adherence to the Standards.

The coordinating chair may have a separate evaluation team assistant available to him/her solely for the purpose of supporting the district/system evaluation team and for performing organizational tasks related to this part of the evaluation visits. Evaluation team chairs on the special district/system evaluation team will receive the Institutional Self Evaluation Reports, the previous External Evaluation Reports, and Commission action letters from every institution involved and will make the materials available to institutional evaluation team members on the district/system evaluation team.

D. Reports by the Institutional Evaluation Teams and the District/System Evaluation Team

The district/system evaluation team will develop conclusions about any major issues pertaining to the district/system. Recognizing that some district/system observations may pertain to all institutions, and others only to particular institutions, the institutional evaluation team chair, working in conjunction with the coordinating chair and the members of the district/system evaluation team, will incorporate appropriate conclusions within the Standards in the individual institutional External Evaluation Reports. When the district/system evaluation team determines that a recommendation, that pertains to the district/system as a whole is in order, that same recommendation will appear in each of the Institutional External Evaluation Reports.

At the end of each site visit, the evaluation team chair meets with the college chief executive officer to discuss major findings. The evaluation team chair will then make a presentation of the evaluation process and findings at a meeting open to the entire college community. The coordinating chair shall meet separately with the district chief executive officer and with the college chief executive officer and present district findings. This discussion is limited to the district/system functions identified in the organizational map and the issues related to them which are identified in the Institutional Self Evaluation Reports and the findings of the institutional evaluation teams.

Although the district/system policies may affect the accredited status of the institution(s), the district/system evaluation team will not make recommendations on the accredited status of the institutions. Confidential recommendations, submitted to the Commission, on the accredited status of the institutions will come from each of the institutional evaluation teams.

E. Commission Actions and Public Disclosure

The Commission will receive the following items from each institution in preparation for Commission action: the Institutional Self Evaluation Report, the External Evaluation Report, the catalog, and other pertinent documents. The Commission, using its reader system, will consider each institution separately in relation to the district/system and take the appropriate action for each institution.

The Commission will discuss the district/system and develop a consensus on any matters to be communicated to the district/system chief executive officer. In its action letters to the institutions, the Commission will comment on important district/system matters that significantly enhance or impinge on institutional quality.

In a case where one or more accreditation concerns, relating to the district/system are identified, the Commission may request a written response from the district/system itself and may also specify a site visit, by Commission representatives, to evaluate any such response. The Commission will make clear that significant inadequacies in district/system functions can jeopardize the accreditation of one, some, or all of the district/system institutions. When

correspondence is sent to the district/system chief executive officer, copies will be sent to the appropriate institution(s).

Should the Commission decide that a district/system response and site visit are in order, the district/system evaluation team will normally include the coordinating chair, a member of the Commission, and additional persons with special expertise, as needed. The purpose of the site visit is to evaluate the response from the district/system. This response could be the basis for subsequent Commission action, relative to the accredited status of one or more of the institutions, in the district/system.

F. Follow-up Activities

The district/system chief executive officer is required to share the External Evaluation Report and Commission Action letter of any site visit related to district/system functions with the governing board and appropriate staff at the district/system and at the institutions. The Commission may issue special communications to college chief executive officers on particular leadership issues. When the institution involved is a member of a district/system, the district/system chief executive officer will be copied on this correspondence.

G. Cost

The costs associated with the additional activities of a district/system site visit may be billed directly to the district/system involved on an actual cost basis.

GUIDE TO EVALUATING INSTITUTIONS

*A Publication of the Accrediting Commission
for Community and Junior Colleges
Western Association of Schools and Colleges*

JULY 2011
Edition

ACCJC/WASC
10 Commercial Blvd.
Suite 204
Novato, CA 94949

Phone: 415-506-0234
FAX: 415-506-0238
E-Mail: accjc@accjc.org
Website: www.accjc.org

Standard IV: Leadership and Governance

The institution recognizes and utilizes the contributions of leadership throughout the organization for continuous improvement of the institution. Governance roles are designed to facilitate decisions that support student learning programs and services and improve institutional effectiveness, while acknowledging the designated responsibilities of the governing board and the chief administrator.

A. Decision-Making Roles and Processes

The institution recognizes that ethical and effective leadership throughout the organization enables the institution to identify institutional values, set and achieve goals, learn, and improve.

1. Institutional leaders create an environment for empowerment, innovation, and institutional excellence. They encourage staff, faculty, administrators, and students, no matter what their official titles, to take initiative in improving the practices, programs, and services in which they are involved. When ideas for improvement have policy or significant institution-wide implications, systematic participative processes are used to assure effective discussion, planning, and implementation.
 - ◆ What do the statements about institutional goals tell you about the institution's commitment to excellence?
 - ◆ Are the institution's goals and values clearly articulated and understood by all? Can college staff tell you what those goals and values are?
 - ◆ Can staff describe their own roles in helping the institution achieve its goals?
 - ◆ What information about institutional performance is circulating and available to staff and students? Is the information kept current? Is it easily accessed, is it understandable? Is it regularly used in institutional discussions and decision-making sessions?
 - ◆ Do the institution's processes for institutional evaluation and review, and planning for improvements, provide venues where the evaluations of the institution's performance are made available to all staff?
 - ◆ Do institutional planning efforts provide opportunity for appropriate staff participation?
 - ◆ How do individuals bring forward ideas for institutional improvement?

-
- ◆ How does the institution articulate the responsibilities of individuals to develop ideas for improvements in their areas of responsibility?
 - ◆ How do individuals and groups at the institution use the governance process to enhance student learning?
2. The institution establishes and implements a written policy providing for faculty, staff, administrator, and student participation in decision-making processes. The policy specifies the manner in which individuals bring forward ideas from their constituencies and work together on appropriate policy, planning, and special-purpose bodies.
- a. Faculty and administrators have a substantive and clearly defined role in institutional governance and exercise a substantial voice in institutional policies, planning, and budget that relate to their areas of responsibility and expertise. Students and staff also have established mechanisms or organizations for providing input into institutional decisions.
 - ◆ What do institutional policies and procedures describe as the roles for each group in governance, including planning and budget development?
 - b. The institution relies on faculty, its academic senate or other appropriate faculty structures, the curriculum committee, and academic administrators for recommendations about student learning programs and services.
 - ◆ What documents describe the official responsibilities and authority of the faculty and of academic administrators in curricular and other educational matters?
3. Through established governance structures, processes, and practices, the governing board, administrators, faculty, staff, and students work together for the good of the institution. These processes facilitate discussion of ideas and effective communication among the institution's constituencies.
- ◆ Do the written policies on governance procedures specify appropriate roles for all staff and students? Do these policies specify the academic roles of faculty in areas of student educational programs and services planning?
 - ◆ Are staff and students well informed of their respective roles. Do staff participate as encouraged by these policies? Do the various groups work in collaborative effort on behalf of institutional improvements? Is the result of this effort actual institutional improvement?
-

-
- ♦ Is there effective communication at the college - clear, understood, widely available, current communication?
 - ♦ Do staff at the college know essential information about institutional efforts to achieve goals and improve learning?
4. The institution advocates and demonstrates honesty and integrity in its relationships with external agencies. It agrees to comply with Accrediting Commission standards, policies, and guidelines, and Commission requirements for public disclosure, self-study, and other reports, team visits, and prior approval of substantive changes. The institution moves expeditiously to respond to recommendations made by the Commission.
- ♦ What does documentation of the institution's past accreditation history show about integrity in its relationship with the Commission - has it responded expeditiously and honestly to recommendations, are there citations indicating difficulty, etc.?
 - ♦ Are the institution's communications of institutional qualities or effectiveness to the public accurate?
 - ♦ What is the institution's track record in its relationship with the U.S. Department of Education?
5. The role of leadership and the institution's governance and decision-making structures and processes are regularly evaluated to assure their integrity and effectiveness. The institution widely communicates the results of these evaluations and uses them as the basis for improvement.
- ♦ What process does the institution use to evaluate its governance and decision-making structures? Are the results communicated within the campus community?
 - ♦ How does the institution use identified weaknesses to make needed improvements?

B. Board and Administrative Organization

In addition to the leadership of individuals and constituencies, institutions recognize the designated responsibilities of the governing board for setting policies and of the chief administrator for the effective operation of the institution. Multi-college districts/systems clearly define the organizational roles of the district/system and the colleges.⁶

-
1. The institution has a governing board that is responsible for establishing policies to assure the quality, integrity, and effectiveness of the student learning programs and services and the financial stability of the institution. The governing board adheres to a clearly defined policy for selecting and evaluating the chief administrator for the college or the district/system.
 - ◆ Does the institution have a policy manual or other compilation of policy documents that show the board's role in establishing said policy and reviewing it on a regular basis?
 - ◆ What statements about quality of program, integrity of institutional actions, and about effectiveness of student learning programs and services are to be found in the institution's board-established policies, mission statement, vision or philosophy statement, planning documents, or other statements of direction?
 - ◆ What is the written policy describing selection of the chief administrator? Has the board followed it or another process?
 - a. The governing board is an independent policy-making body that reflects the public interest in board activities and decisions. Once the board reaches a decision, it acts as a whole. It advocates for and defends the institution and protects it from undue influence or pressure.
 - ◆ Is the governing board appropriately representative of the public interest and lacking conflict of interest? Does the composition of the governing board reflect public interest in the institution?
 - ◆ Are less than half of the board members owners of the institution? Are a majority of governing board members non-owners of the institution?
 - b. The governing board establishes policies consistent with the mission statement to ensure the quality, integrity, and improvement of student learning programs and services and the resources necessary to support them.
 - ◆ What policies, institutional goals or other formal statements exist that describe board expectations for quality, integrity and improvement of student learning programs and services?
 - c. The governing board has ultimate responsibility for educational quality, legal matters, and financial integrity.

-
- ♦ Is the governing board independent - are its actions final, not subject to the actions of any other entity?
 - d. The institution or the governing board publishes the board bylaws and policies specifying the board's size, duties, responsibilities, structure, and operating procedures.
 - e. The governing board acts in a manner consistent with its policies and bylaws. The board regularly evaluates its policies and practices and revises them as necessary.
 - ♦ Do the records of board actions (minutes, resolutions) indicate that it acts consistent with its policies and bylaws?
 - ♦ Does the board have a system for evaluating and revising its policies on a regular basis? Is this system implemented?
 - f. The governing board has a program for board development and new member orientation. It has a mechanism for providing for continuity of board membership and staggered terms of office.
 - ♦ What is the board's program for development and orientation?
 - ♦ Does the board development program address the board's need to learn about accreditation standards and expectations?
 - ♦ Does the board have a formal, written method of providing for continuing membership and staggered terms of office?
 - g. The governing board's self-evaluation processes for assessing board performance are clearly defined, implemented, and published in its policies or bylaws.
 - ♦ What is the board self-evaluation process as defined in its policies? Does that process as described likely to be an effective review?
 - ♦ Does the policy call for regular self-evaluation? Does the institution's board regularly evaluate its own performance?

h. The governing board has a code of ethics that includes a clearly defined policy for dealing with behavior that violates its code.

- ◆ What is the board's stated process for dealing with board behavior that is unethical? Is there any track record of the board implementing this process? What was the result?

i. The governing board is informed about and involved in the accreditation process.

- ◆ What kinds of training are provided to the board about the accreditation process, and Commission standards?
- ◆ How does the board participate appropriately in institutional self-study and planning efforts?
- ◆ How do board actions, including planning and resource allocation, indicate a commitment to improvements planned as part of institutional self-evaluation and accreditation processes?
- ◆ How do board actions reflect the commitment to supporting and improving student learning outcomes as reflected in the Accreditation Standards and expectations for institutional improvement?
- ◆ Is the board informed of institutional reports due to the Commission, and of Commission recommendations to the institution?
- ◆ Is the board knowledgeable about Accreditation Standards, including those that apply to the board?
- ◆ Does the board assess its own performance using Accreditation Standards?

j. The governing board has the responsibility for selecting and evaluating the district/system chief administrator (most often known as the chancellor) in a multi-college district/system or the college chief administrator (most often known as the president) in the case of a single college. The governing board delegates full responsibility and authority to him/her to implement and administer board policies without board interference and holds him/her accountable for the operation of the district/system or college, respectively. In multi-college districts/systems, the governing board establishes a clearly defined policy for selecting and evaluating the presidents of the colleges.

-
- ◆ What is the established board process for conducting search and selection processes for the chief administrator? Are those processes written?
 - ◆ Has the board used these processes in its most recent searches?
 - ◆ How is the board delegation of administrative authority to the chief administrator defined? In policy documents? In a contract with the chief administrator?
 - ◆ Is this delegation clear to all parties?
 - ◆ How effective is the board in remaining focused at the policy level?
 - ◆ What mechanisms does the board use in its evaluation of the chief administrator's performance on implementation of board policies and achievement of institutional goals?
 - ◆ How does the board set clear expectations for regular reports from the chief administrator on institutional performance?
 - ◆ How does the board set expectations for sufficient information on institutional performance to insure that it can fulfill its responsibility for educational quality, legal matters, and financial integrity?
2. The president has primary responsibility for the quality of the institution he/she leads. He/she provides effective leadership in planning, organizing, budgeting, selecting and developing personnel, and assessing institutional effectiveness.
- a. The president plans, oversees, and evaluates an administrative structure organized and staffed to reflect the institution's purposes, size, and complexity. He/she delegates authority to administrators and others consistent with their responsibilities, as appropriate.
 - b. The president guides institutional improvement of the teaching and learning environment by the following:
 - 1. establishing a collegial process that sets values, goals, and priorities;
 - 2. ensuring that evaluation and planning rely on high quality research and analysis on external and internal conditions;

-
3. ensuring that educational planning is integrated with resource planning and distribution to achieve student learning outcomes; **AND**
 4. establishing procedures to evaluate overall institutional planning and implementation efforts.
- ◆ What does the president do to communicate institutional values, goals and direction?
 - ◆ How familiar is the president with data and analyses of institutional performance?
 - ◆ How does the president communicate the importance of a culture of evidence and a focus on student learning?
 - ◆ Where does the research office report in the institution - does it have easy access to the president's office?
 - ◆ What mechanisms has the president put in place to link institutional research, particularly research on student learning, institutional planning processes, resource allocation processes?
 - ◆ How does the district chief executive officer follow the component parts of this standard in the role of providing effective district leadership?
- c. The president assures the implementation of statutes, regulations, and governing board policies and assures that institutional practices are consistent with institutional mission and policies.
 - d. The president effectively controls budget and expenditures.
 - e. The president works and communicates effectively with the communities served by the institution.
3. In multi-college districts or systems, the district/system provides primary leadership in setting and communicating expectations of educational excellence and integrity throughout the district/system and assures support for the effective operation of the colleges. It establishes clearly defined roles of authority and responsibility between the colleges and the district/system and acts as the liaison between the colleges and the governing board.⁶
- a. The district/system clearly delineates and communicates the operational responsibilities and functions of the district/system from those of the colleges and consistently adheres to this delineation in practice.

-
- ◆ Does the district/system have a written delineation of responsibilities? Are institutional and district/system staff knowledgeable of this delineation?
 - ◆ Is the delineation of responsibilities evaluated for effectiveness?
- b. The district/system provides effective services that support the colleges in their missions and functions.
- ◆ What feedback mechanisms does the district/system have in place to allow assessment of the effectiveness of district/system services?
 - ◆ Is the assessment of district/system services data driven? Does it reflect the needs and priorities of the institutions?
 - ◆ Are district/system services regularly evaluated with regard to their support for institutional missions and functions?
- c. The district/system provides fair distribution of resources that are adequate to support the effective operations of the colleges.
- ◆ What is the district/system's method of distributing resources to its institutions? Is the district/system based in a realistic assessment of needs of each institution? Is it even-handed?
 - ◆ Is the district/system's resource distribution method data driven? Does it reflect the needs and priorities of the institutions?
- d. The district/system effectively controls its expenditures.
- ◆ What are the institution's financial control mechanisms? Does the institution follow standard good practice in fiscal management?
 - ◆ Does the institution consistently end the fiscal year with an positive ending balance?
 - ◆ What do the institution's most recent annual independent audit reports and audited financial statements reveal about control of expenditures?

-
- e. The chancellor gives full responsibility and authority to the presidents of the colleges to implement and administer delegated district/system policies without his/her interference and holds them accountable for the operation of the colleges.
 - f. The district/system acts as the liaison between the colleges and the governing board. The district/system and the colleges use effective methods of communication, and they exchange information in a timely manner.
 - ◆ What are the methods of working jointly that the district/system and the institutions use?
 - ◆ Do these methods result in clear and timely communications in all directions?
 - ◆ Are the institutions well-informed about district/system issues, board actions and interests that have an impact on their operations, educational quality, stability or ability to provide high quality education?
 - g. The district/system regularly evaluates district/system role delineation and governance and decision-making structures and processes to assure their integrity and effectiveness in assisting the colleges in meeting educational goals. The district/system widely communicates the results of these evaluations and uses them as the basis for improvement.
 - ◆ What are the district/system's methods for evaluating its effectiveness?
 - ◆ Does it conduct regular assessments? How does it communicate the results?

Sources of Evidence: Examples for Standard IV

Listed below are examples of potential sources of evidence for Standard IV. There may be many other sources which institutions should provide and teams should ask for.

Standard IV: Leadership and Governance

A. Decision-Making Roles and Processes

- ☐ Evidence that shows board and other governance policies and descriptions of the participation of constituencies in decision-making bodies.
- ☐ Evidence that includes documents showing the transmission of recommendations from faculty and academic administrators to decision-making bodies, and descriptions of the institution's information and decision-making process.
- ☐ Evidence that includes copies of governance policies and procedures, the composition of governance bodies, minutes of meetings, and documents showing the roles academic staff plan in reviewing and planning student learning programs and services.
- ☐ Evidence that includes evaluations and analyses the institution conducts of its governing and decision-making processes, and the form of communication of same to the community.
- ☐ Evidence that includes the Policy Manual, institutional statement of mission, vision or philosophy, and institutional planning documents.

B. Board and Administrative Organization

- ☐ Evidence that includes published statements of institutional goals that reference the board's expectations for student learning and quality of education.
- ☐ Evidence that includes documents describing the authority of the board; the absence of any external, higher authority than the board; descriptions of the board appointment and replacement process.
- ☐ Evidence that includes the published bylaws.
- ☐ Evidence that includes board minutes or a schedule showing board evaluation of policies.

-
- ☐ Evidence that includes the materials from board training workshops.
 - ☐ Evidence that includes the policy on board membership, appointment and replacement.
 - ☐ Evidence that includes the board's policy and instruments used for self evaluation, analyses and reports on the last few self-evaluations completed.
 - ☐ Evidence that includes the board policy statement of ethics.
 - ☐ Evidence that includes board minutes, statements to college constituents on this delegation of authority, the board policy manual, any contracts with administrators that specify delegation of authority, board agreements with faculty bodies regarding delegation of authority.
 - ☐ Evidence that includes budget documents and independent audit reports and audited financial statements showing ending year balances, audit exceptions (if any).
 - ☐ Evidence that includes the results of surveys, other evaluations of the president's activities directed toward the communities served by the institutions.
 - ☐ Evidence that includes surveys and other evaluative instruments, and the results of evaluation. Evidence that includes descriptions of funding rules or formulas, committee minutes or other documents showing the system has assessed the needs of each institution.
 - ☐ Evidence that includes financial policies and manuals, the content of internal audits and reviews, annual independent external audits, fiscal program reviews conducted by other agencies, and the annual budget documents.
 - ☐ Evidence that includes any formal delineation of responsibilities that might be found in district/college documents, including descriptions of job duties, descriptions contained in employment contracts, and the district mapping provided to the institutions and the Commission.
 - ☐ Evidence: examples of written or other recorded communications.
 - ☐ Evidence that would include institutional analyses of performance, including fact books, reports, web page data portfolios, and publications that describe research on institutional performance.

-
- ☐ Evidence that includes written information about institutional planning processes, minutes of meetings, records of participation in institutional evaluation and planning sessions.
 - ☐ Evidence that includes the district/system's evaluation instruments, the results of the evaluation, and plans for improvement increasing.
 - ☐ Evidence that multi-college district/system develop a "map" or description of district and college functions that delineates and distinguishes them clearly.