

District Assembly Meeting Agenda
District Board Room
November 14, 2017 – 3pm

1. COUNCIL REPORT
2. CHANCELLOR'S REPORT
3. PRESIDENT'S REPORT (Status of District Assembly President)
4. APPROVAL OF 10/3/17 MINUTES
5. BOARD BUSINESS
 - a. Policies & Procedures for 2nd Read and Approval
 - i. BP 2410 Board Policies and Procedures
 - ii. BP 3226 Awards
 - iii. BP 5075 Course Adds/Drops and Withdrawals
 - iv. BP 7100 Commitment to Diversity
 - v. BP 7100 Commitment to Diversity
 - vi. BP 7120 Recruitment and Hiring
 - vii. BP 7130 Compensation
 - viii. BP 7213 Part Time Faculty: Benefits
 - ix. BP 7240 Confidential Employees
 - x. BP 7365 Discipline and Dismissal of Classified Employees
 - xi. BP 7365 Salary Deductions
6. BOARD BUSINESS
 - a. Policies & Procedures for 1st Read (a) to constituency for input
 - i. BP 3915 Printing
 - ii. BP 3915 Printing
 - iii. BP 7360 Retiree Health Benefits: Academic Employees
 - b. Policies & Procedures for 1st Read (Academic & Professional)
 - c. Approval of Calendar Committee Charge and Membership
 - d. BP 6307 Debt Issuance and Management Policy
7. INFORMAL BUSINESS
 - a. The Board's Policies & Procedures Submitted for Information
 - i. BP 2365 Recording
 - ii. BP 2365 Recording
 - iii. BP 2435 Evaluation of the Chancellor
 - iv. BP 2435 Evaluation of the Chancellor
 - v. BP 2610 Presentation of Initial Collective Bargaining Proposals
 - vi. BP 2610 Presentation of Initial Collective Bargaining Proposals
 - vii. BP 2712 Conflict of Interest Code
 - viii. BP 2717 Personal Use of Public Resources
 - ix. BP 2720 Communications Among Board Members

8. PDSS

- a. Brand Assessment Written report
- b. District Support Services Report Written report
- c. Policy Procedures – Legal Update 31
- d. Bond Feasibility Study Presentation

9. REPORTS

- a. Academic Senates
- b. Classified Senates
- c. Student Senates

10. PUBLIC COMMENTS

11. REPORTS AND ITEMS

- a. DC Organizational Chart – Alope
- b. Instructional Initiatives Committee – Alope
- c. Districtwide Standing Committee Update BD
- d. Auditing Update Summer 201
- e. Calendar Committee Update BD
- f. Educational Facilities Master Plan Update BD 2019
- g. Fiscal Services Update Written reports FebMayAugNov
- h. Human Resources Update Written reports JanAprJulyOct
- i. Police Department Update Written reports AprSept
- j. ISS Updates Written reports MayOct
- k. Lab Advisor Update BD
- l. Proposed Policy Procedure on Background Checks – From 4/4/17 RR is working on this policy. It will apply to all employees.
- m. B 104 Update BD
- n. Emergency Management Committee – From 4/4/17 the committee will provide consistency in emergency training ensure related policies and procedures are up to date and will communicate the roles and structure of the emergency management committee. The committee will have collegial representation. Once the committee develops the charge and membership it will be brought to District Assembly.
- o. Annual approval of 6 year P/BP review schedule September

12. DOR

**District Assembly Meeting Minutes
District Board Room
October 3, 2017 – 3pm**

C O O R D I N A T O R

Teremiah Gilbert called the meeting to order at 3:05pm

P R O C E E D I N G S 9/5/17 M I N U T E S

Marjorie McConnell moved to approve Robert Levesque seconded the motion to approve the minutes of 9/5/17.
Unanimous approval.

O B S E R V A T I O N S

Policies Procedures for 2nd Read and Approval:

- BP 2410 Board Policies and Administrative Procedures
- BP 2735 Board Member Travel
- BP 3430 Prohibition of Harassment
- BP 3710 Securing of Copyright
- BP 7150 Evaluation
- BP 7250 Educational Administrators
- BP 7150 Evaluation
- BP 7250 Educational Administrators
- BP 7260 Classified Supervisors and Managers

Celia Huston moved to approve Diana Rodrigue seconded the motion to approve Policies Procedures for 2nd Read and Approval. Mary Aldemar and Cassandra Thomas abstained. All others approved.

I M P O R T A N T I T E M S

- BP 3505 Emergency Response Plan: Needs to be completed and to incorporate local process.
- BP 3505 Emergency Response Plan: Needs to be completed.
- BP 3710 Securing of Copyright: Needs to be completed
- BP 2510 Collegial Consultation: District Committees should be included.

O B S E R V A T I O N S

Policies Procedures for 1st Read Refer to constituency for input

- BP 3226 Cards
- BP 5075 Course Adds/Drops and Withdrawals
- BP 7100 Commitment to Diversity
- BP 7100 Commitment to Diversity
- BP 7120 Recruitment and Hiring
- BP 7130 Compensation
- BP 7213 Part Time Faculty: Benefits
- BP 7240 Confidential Employees
- BP 7365 Discipline and Dismissal Classified Employees
- BP 7365 Salary Deductions

Policies Procedures for 1st Read **Academic & Professional**

- BP 4060 Delineation of Functions Agreements
- BP 4060 Delineation of Functions Agreements
- BP 4070 Course Auditing and Auditing Fees
- BP 4070 Course Auditing and Auditing Fees

□P 4101 Independent Study
BP 4101 Independent Study
□P 4102 Career and □echnical □ducation Programs
BP 4102 Career and □echnical □ducation Programs
□P 4103 □ or□□□perience
□P 4110 □onorary Degrees
□P 4227 Repeatable Courses
□P 422□Course Repetition □Significant □apse of □ime
□P 4229 Course Repetition □□variable □nits
□P 4240 □cademic Rene□al
BP 4103 □ or□□□perience
BP 4110 □onorary Degrees
BP 4240 □cademic Rene□al
□P 5040 Student Records□Directory Information□and Privacy
□P 5150 □□tended Opportunity Programs and Services
BP 5040 Student Records□Directory Information□and Privacy
BP 5150 □□tended Opportunity Programs and Services

201 □2019 □cademic Calendar

□im □olbroo□moved to approve□Mar□McConnell seconded the motion to approve the 201 □2019 □cademic Calendar. □nanimous approval.

□pproval to Change □e□ Meeting Date to □ovember 14□2017

Robert □eves□ue moved to approve□Mar□McConnell seconded the motion to approve changing the □ovember D□ meeting to □ovember 14□as there is a conflict with the Chancellor’s Leadership Academy. Executive Committee □ill meet as usual. □nanimous approval.

□DC□ Organi□ational Chart

□here □ere concerns from the Senates □ith the organi□ational chart. Richard to meet □ith senates and get feedback□ □im □olbroo□re□uested the organi□ational chart be sent electronically. SB□C Senate is revie□ing at their ne□t meeting. C□C Senate □ill receive it ne□t month. Richard □ill return to D□ □ith feedback□

Instructional Initiatives Committee

Replaces □DC□ Committee. Reconvene and develop a charge to be brought bac□to D□. Significant changes over the last year in administration and faculty at both campuses. Colleges are prioritizing 60□ Strong □ or□force funding. It □as suggested to include classified staff. Suggestion from □im on recording. Plans for ne□t year should be discussed no□ to not lose opportunities. □aculty and Classified appointments should be communicated to Richard □alope □S□P. □d □oc committee to convene □S□P and discuss Strong □ or□force Program: 60□ □ocal Share and 40□ Regional funding.

Student □ealth □ee

□20 for fall and spring □17 for summer. □1.50 can it be pic□ed up by the District□□ose □orres □ill report bac□for discussion.

□P/BP 4110 □onorary Degrees

Recommend not implementing this year. □onorary degrees could be beneficial for the foundations. Colleges to revie□ and report bac□to D□.

Drop Policy for □on□Payment

Presents issues □ith policy and □itle □. BO□□ □aivers may reduce student liability.

Mary □aldemar moved to approve□ames Smith seconded the motion to approve ma□ing a recommendation to □□SS to prioritie and ta□e fees out before distribution of financial aid. □nanimous approval.

ITEMS

Policies and Procedures Deemed Academic or Professional Submitted for Information
None

PDMS

None

REPORTS

SBAC Academic Senate, SAC Academic Senate and SBAC Classified Senate provided reports.

PUBLIC COMMENTS

None

RESOURCES ITEMS

- Districtwide Standing Committee update TBD
- Auditing update Summer 2018
- Calendar Committee update TBD
- Educational Facilities Master Plan update TBD 2019
- Fiscal Services update written reports Feb-May, Aug-Nov
- Human Resources update written reports Jan-Apr, July-Oct
- Police Department update written reports Apr-Sept
- CSS updates written reports May-Oct
- Lab advisor update TBD
- Proposed Policy and Procedure on Background Checks – from 4/4/17 RR is working on this policy. It will apply to all employees.
- B 104 update TBD
- Emergency Management Committee – from 4/4/17 the committee will provide consistency in emergency training, ensure related policies and procedures are up to date and will communicate the roles and structure of the emergency management committee. The committee will have collegial representation. Once the committee develops the charge and membership it will be brought to District Assembly.
- Annual approval of 6-year P/BP review schedule September

DISCUSS

Meeting adjourned at 4:30pm.

District Support Services Report to District Assembly

November 1, 2017

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District Support Services

Jose F. Torres, Vice Chancellor, Business & Fiscal Services ▪ (909)382-4021 ▪ jtorres@sbccd.cc.ca.us

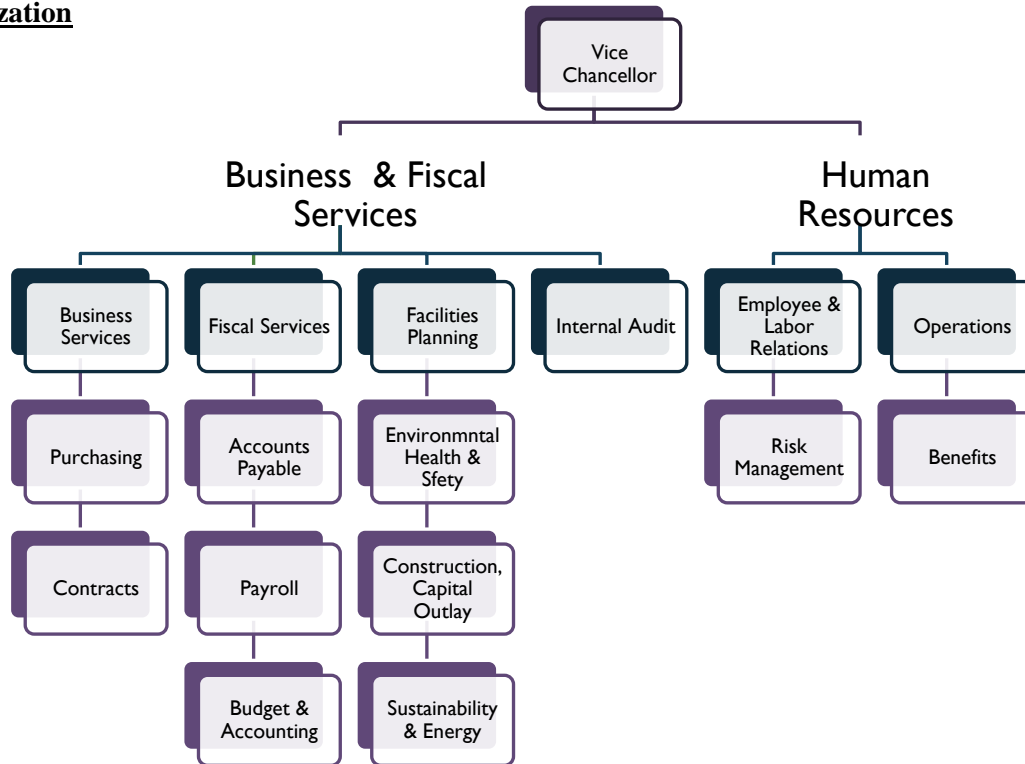
Dear Colleagues

As we conclude the first quarter of 2017 we are excited to share with you an update of the ongoing pilot program that was Board approved this past April in which Human Resources could be restructured and placed under the direction of the Vice Chancellor of Business & Fiscal Services. Since that time we have worked to build a cohesive District Support Services team including the development of a mission, core values and a shared vision.

Vision

Our mission is to facilitate success. We plan to do this by providing service and leadership while modeling our core values of communication, integrity, excellent service, teamwork and continuous improvement.

Organization



Thank you for your continued support

Regards

Jose F. Torres
Vice Chancellor
Business & Fiscal Services
San Bernardino Community College District

District Support Services Plan

2017-2018

Mission/Why we exist:

To Facilitate Success.

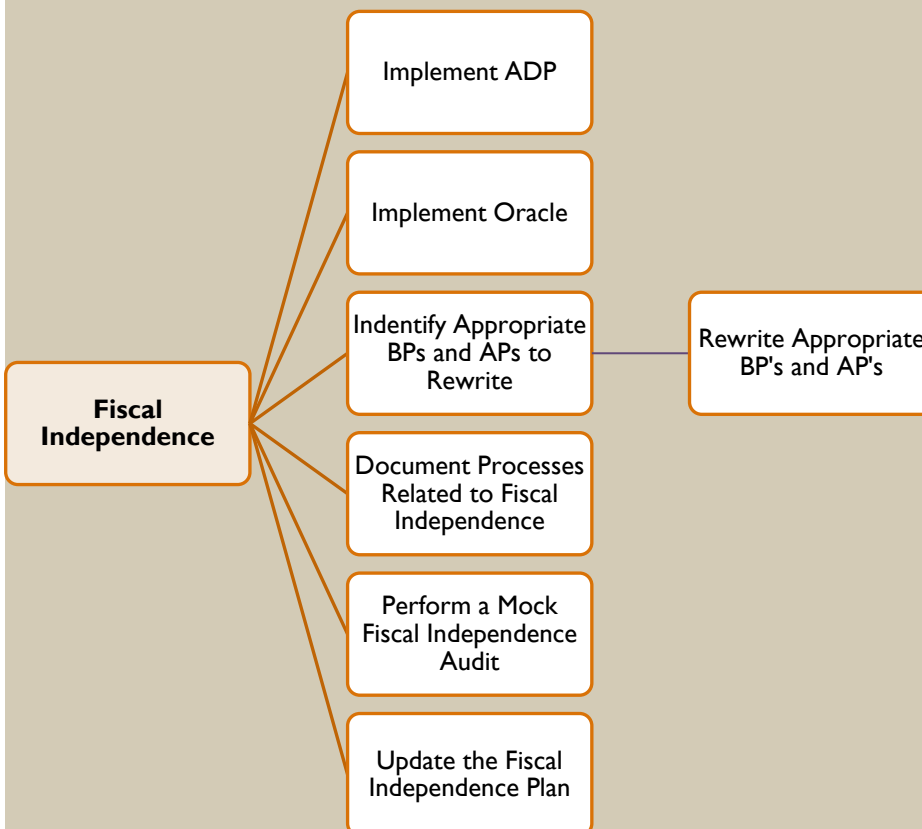
What we do:

Provide Service & Leadership

How we will succeed:

1. **By continuously improving systems and practices.**
2. **By creating a positive environment.**
3. **By investing in professional growth.**

What's important right now:



Core Values/How we behave:

Communication

- › We know our audience.
- › We are transparent.
- › We promote clarity.
- › We listen actively.
- › We are responsive.
- › We are receptive to feedback.

Continuous Improvement

- › We are competent.
- › We are leaders.
- › We are innovative.
- › We pursue self-improvement.
- › We seek to improve our department.
- › We have global vision.

Excellent Service

- › We respect others.
- › We are dependable.
- › We have a positive attitude.
- › We are proactive.
- › We go the extra mile.
- › We solve problems.
- › We make ourselves available.
- › We care about people.

Teamwork

- › We support each other.
- › We take initiative.
- › We are flexible.
- › We follow through.
- › We are loyal.

Integrity

- › We are honest.
- › We are ethical.
- › We are trustworthy.
- › We hold ourselves accountable.

Business Services

Steve Sutorus, Business Manager ▪ (909)382-4031 ▪ ssutorus@sbccd.cc.ca.us

Business Services continues to focus on streamlining processes in order to maximize the effectiveness of the new ERP Oracle Cloud. Communication and customer service to districtwide stakeholders has been expanded through self-help resources on the District Wiki and via targeted in-person training sessions. Below are selected updates on current initiatives.

1. Overall Goal: <i>Improve procurement and contracts processes and procedures.</i>		Target Date: Ongoing
Task	Progress/Status	
Researching Delegation of Authority	Obtaining written legal opinion review of best practices has been completed	11/01/2017
Administrative Procedures Update	Based on results of legal opinion and new ERP applicable PPs will be updated	Ongoing
ERP Implementation	Ongoing configuration of Oracle Cloud	Ongoing
Completed Requests for Proposal (RFPs)	1 Districtwide Elevator Maintenance and Repair 2 SBCCD Web Design Services 3 Bookstore Services 4 Electronic Catalog Software	10/01/2017
Ongoing Requests for Proposal (RFPs)	1 Caltrans Construction Administration 2 Districtwide Pouring Rights	Ongoing
Researching Contract Processes	Reviewing object code classifications and alignment to types of contracts redefining contracts board items format	Ongoing
2. Overall Goal: <i>Year-end Business Process Completed</i>		Target Date: 06/30/2017
Task	Progress/Status	
Fixed Assets Accounting	Year-end accounting of fixed assets for Bond and Bond and general fund transactions. Schedules are prepared for audit	11/15/2017
320 Apportionment Report	The Period 3 Apportionment report has been submitted to the state Chancellor's Office	07/15/2017

Facilities Planning & Construction

Hussain Agah, Director ▪ (909)382-4094 ▪ hagah@sbccd.cc.ca.us

We have made significant progress in many areas including the closeout of bond program management by Mitchell/BR continuing management of the non-bond construction program re-establishment of the Environmental Health & Safety administrator function transition from a vendor managed energy program to an in-house sustainability program.

1. Overall Goal: <i>Provide Facilities Planning and Construction Support Districtwide</i>		Target Date: Ongoing
Task	Progress/Status	
Starting September 1 all Measure M bond activities and financial aspects are 100% managed by District in-house staff	<ul style="list-style-type: none"> 1. Working towards successful closeout program including DS certification. 2. Working on settling all claims and disputes with legal counsel <ul style="list-style-type: none"> a. Sherinerton Building for SBCC Gymnasium 	04/30/2017
Maintain Bond Construction Program	<p>Have successfully delivered all 2016-17 planned projects for both campuses. Currently managing 30 different vendors. Some highlighted projects to be delivered:</p> <ul style="list-style-type: none"> 1. CR to Transition Project by 12/01/2017 2. District office solar carport project by 04/30/2017 3. Space Utilization Districtwide studies maximizing district occupancy. 4. 2017/2018 projects list are approved for total \$2.2 million. 	Ongoing
Provide Facilities Master Plan Support	<ul style="list-style-type: none"> 1. Currently working with the State Chancellor Office on Technical Building RFP for potential funding in 2018/2019. We have addressed all comments. 2. Working towards local bond initiative. Without local bond approval we cannot maintain nor expand our facilities. Polling has been conducted and results will be submitted to the BOE 11/09/2017. 	Ongoing
Other Initiatives	<ul style="list-style-type: none"> 1. Develop standardized bid documents for various procurement deliveries for public works. 2. Develop a master contract and specification documents for various contracts and delivery methods. 3. Implement districtwide underground utilities investigation and mapping. 	12/31/2017
2. Overall Goal: <i>Provide Environmental Health & Safety Districtwide</i>		Target Date: Ongoing
Task	Progress/Status	
Transition from Departure of S Director	Successfully hired new qualified administrator started on October 3.	Completed
Enhance Program	We are in the process of assessing the program and any compliance issues.	Ongoing

3. Overall Goal: <i>Establish Sustainability Program</i>		Target Date: Ongoing
Task	Progress/Status	
Transition from Departure of Cenergistic Rep	In the process of hiring sustainability energy manager. This position substitutes Cenergistic and provides in-house knowledge with a bigger scope of service and greater saving.	Completed
4. Overall Goal: <i>Provide Custodial and Courier Services for District Offices</i>		Target Date: Ongoing
Task	Progress/Status	
Stabilize Staffing	Working toward building a cohesive team to provide better custodial services at the District offices and courier services district-wide. We have filled the position of the retired employee.	Completed

Fiscal Services

Larry Strong, Director ▪ (909)382-4028 ▪ lstrong@sbccd.cc.ca.us

This has been a particularly busy quarter as we completed year-end tasks related to 2016-17 as well as several preparing for 2017-18. Our achievements included closing the 2016-17 financial year, preparing for the annual external audit, finalizing the 2017-18 overall district budget, completing the district annual financial report (CCS-311) and gaining budget approval from the San Bernardino County Schools.

1. Overall Goal: <i>Implement ERP Systems</i>		Target Date: 06/30/2018
Task	Progress/Status	
ERP Implementation	This is joint objective of Human Resources and Fiscal Services as it involves HR functions and the time and attendance functions of Payroll. We are working with the vendor to complete the final steps of this project.	11/1/2017
Oracle Implementation	As part of our larger goal of fiscal independence, we are implementing a new financial system. We experienced a brief pause in the project as we transitioned to a new implementation partner. The project is moving forward quickly and we are on track to meet our completion timeline.	6/30/2018

Internal Audit

Erika Almaraz, Director • (909)382-4081 • ealmaraz@sbccd.cc.ca.us

The California Community Colleges Chancellor’s Office requires the District to obtain an external financial and compliance audit on an annual basis. Internal Audit coordinates the districtwide audit. This year the audit included review of various areas of state compliance such as instructional service agreements, the apportionment funding system, residency determination for credit courses, students actively enrolled, dual enrollment, student equity, SSSP, open enrollment, DSPS, and BIP to be assigned hours. Internal auditors were onsite during the months of March, April, June and October to perform testing.

1. Overall Goal: <i>Complete Fiscal Year 2016-2017 Financial and Compliance Audit</i>		Target Date: 12/31/2017
Task	Progress/Status	
Completion of the audit.	The audit is near complete. Audit reports for the District, CR, MCR, CR, Educational Foundation, and DC Foundation will be finalized in November and presented to the Board in December. Soon thereafter, the District’s audit report will be filed with the Federal Audit Clearinghouse and various state agencies.	12/14/2017
Correction of deficiencies.	Any deficiencies reported in the audit report will need to be corrected in a timely manner. Internal Audit will work with the appropriate management personnel to establish corrective action steps.	Ongoing
2. Overall Goal: <i>Achieve Fiscal Independence</i>		Target Date: Ongoing
Task	Progress/Status	
Identify affected BPs/PPs	Internal Audit will work with Business, Fiscal, and R Services to identify board policies and administrative procedures that still need to be updated in preparation for fiscal independence.	Ongoing

Human Resources Employee & Labor Relations

Amalia Perez, Director ▪ (909)382-4047 ▪ amperez@sbccd.cc.ca.us

Human Resources Employee & Labor Relations is striving to assist management with developing, maintaining and improving employee relationships via communication, performance management, processing grievances and/or disputes, as well as interpreting and conveying SBCCD policies. We are responsible for negotiations and administration of the collective bargaining agreements for the two employee unions and deal with matters such as investigations, counseling and disciplinary action. Employee & Labor Relations offers a balanced advocacy to management and individual employees to protect their respective rights and facilitate a more harmonious work environment.

We will continue to focus on compliance trainings for all employees in Sexual Harassment, Title IX and Mandated Reporter. We will also continue on building relationships and trust with management and employees. Next year, Employee & Labor Relations will review and update policies and procedures for fingerprinting, investigations, performance management, leaves of absence, workers compensation and professional learning and development.

1. Overall Goal:		Target Date:
<i>Improve Collective Bargaining</i>		Ongoing
Task	Progress/Status	
a. Rebuild bargaining negotiations team with strong leadership from the colleges	District CS Team – Scott Star, Michael Strong and Colleen Lamboa District C Team – Jay Weiss and Kirsten Colvey	Completed
b. Identify and provide training to negotiations team	District Team completed the following: <ul style="list-style-type: none"> • Negotiable Items – Pages, Hours and Working Conditions Webinar – June 6, 2017 • Collective Bargaining Essentials – September 5-7, 2017 <ul style="list-style-type: none"> ▸ Collective Bargaining: The History, The Politics, The Law, RFP ▸ Proposals, Contract Language, Contract Administration ▸ Communication: Board, District, Community ▸ The Negotiations Process: Bargaining Strategies, Tactics ▸ Personal Communication Skills to Enhance Positive Relations 	Ongoing
c. Provide frequent and consistent communications to SBCCD leadership	Ongoing updates regarding negotiations will be emailed to SBCCD leadership.	

regarding negotiations		
d. Conduct a salary study (Total Comp)	In progress. Forsberg Consulting has been contracted by the District to conduct a compensation study for classified confidential academic and management positions.	12/31/2017
e. Evaluate the possibility of multi-year management staff contracts (or with Kristina)	In progress. Surveyed multi-District CCDs on the terms of management contracts.	
2. Overall Goal: <i>Recruitment for all Vacancies within HR</i>		Target Date: 03/31/2017
Task	Progress/Status	
a. Fill all positions in order to accomplish the established goals	Hired HR Manager in August and Generalist in June.	Complete
3. Overall Goal: <i>Pursue Professional & Leadership Development</i>		Target Date: Ongoing
Task	Progress/Status	
a. Review and modify existing Board policies and administrative procedures to clarify existing professional development opportunities and leadership development	In progress. Conducting research and reviewing policies and procedures of other CCDs.	
4. Overall Goal: <i>Complete the Staffing and Succession Plans</i>		Target Date: Pending
Task	Progress/Status	
a. (or with HR Staffing Plan Committee and Vice Chancellor for feedback)		

Human Resources Operations

Kristina Hannon, Director • (909)382-4041 • khannon@sbccd.cc.ca.us

The Human Resources Operations area is striving to create clarity and consistency in our recruitment hiring and retention efforts. We are in the process of making changes to policies and procedures to and aligning our internal processes to ensure we follow SBO guidelines. The next year we plan to revamp the onboarding process, create a Manager’s handbook and continue to offer professional development for all members of the district.

1. Overall Goal: <i>Implement ADP to Streamline Processes, Create Efficiencies And Increase Support to our Colleges.</i>		Target Date: Ongoing
Task	Progress/Status	
a. Cristina to become the Administrator for ADP software	Cross training with Joe Opris began in October. Joe will continue working together on the transition.	11/1/2017
b. Provide end user training	This has been continuous since May 2017.	Ongoing
c. Align ADP with the new procedures identified by goal 2	In progress. Working with managers on updating the hiring/recruitment process and using ADP for our system of record.	Ongoing
d. Resources: Joe is the point of contact for training	In progress and continuous training for all members as needed.	Ongoing
2. Overall Goal: <i>Evaluate Board Policies and Administrative Procedures and Recommend Changes to Streamline Processes, Create Efficiencies and Increase Support to our Colleges</i>		Target Date:
Task	Progress/Status	
a. As part of the alignment with the Institutional Innovation and Effectiveness Plan the Human Resources department will: <ul style="list-style-type: none"> ▸ Codify its processes/procedures 	Working on all PPs/BPs updated five year cycle	Ongoing
<ul style="list-style-type: none"> ▸ Perform a ground up review and revision of BPs/PPs 	All PPs/BPs identified and timeline updated	Ongoing
<ul style="list-style-type: none"> ▸ Clarify organizational structure and how the department serves/interacts and relates to colleges 	Concurrently aligning internal process and procedures and providing training throughout the district.	Ongoing
b. Together with Business and Fiscal Services develop an end user advisory group	Working with business services on developing end user advisory group and communication	12/01/2017
c. Initial BPs and PPs are: <ul style="list-style-type: none"> ▸ Any BP/PP related to hiring/recruitment 	In progress hiring and recruitment to be submitted 11/1/2017	Ongoing
<ul style="list-style-type: none"> ▸ Including 3420 7100 7110 7120 7125 and 7210 7260 multi year contract – for /malia 	In progress and ongoing	Ongoing
i. Include delegation of authority for Internal Audits Director	Completed in October 2017	Completed
d. Resources:		

<ul style="list-style-type: none"> Engage a professional expert to achieve this goal using funds from Institutional Effectiveness Partnership Initiative to work on BPs and PPs 	HR generalist is working out of class as an HR Analyst to review IPI and PPs/BPs	04/01/2017
<ul style="list-style-type: none"> Policy Analyst: Provide consultation and advice on policy and procedure development and develop human resources related policies and procedures Conduct Business Process Analysis and facilitate policy and procedure development discussions with staff as needed. 1 Identify and analyze deficiencies in HR Board Policies BPs and Administrative Procedures PPs 	Completed this review in September 2017	Completed
2 Review and revise HR related BPs/PPs ensuring alignment with HR department process	In progress and working according to schedule	Ongoing
3 Recommend new procedures and processes on revised BPs/PPs as necessary	In progress and working according to schedule	On going
4 Work with the HR Advisory Committee and Vice Chancellor for feedback and sustainability	In progress and working according to schedule	On going
5 Disseminate revisions and provide training to HR Staff as needed on any new adopted procedures	In progress and working according to schedule	On going
3. Overall Goal:		Target Date:
<i>Recruitment for all Vacancies within HR</i>		
Task	Progress/Status	
a. Fill all positions in order to accomplish the established goals	Hired HR Supervisor, two Coordinators and one generalist in September 2017.	Complete
4. Overall Goal:		Target Date:
<i>Create a Standard for On-Boarding New Employees</i>		01/31/2017
Task	Progress/Status	
a. Create an onboarding process to provide new employees with any necessary information/training	Working on revamping the onboarding and new hire process according to state regulations.	January 2017

Committees

Jose Torres, Chair ▪ (909)382-4021 ▪ jtorres@sbccd.cc.ca.us

District Budget

Since the start of the fiscal year the District Budget Committee (DBC) met in August and September. Some items discussed include revised Resource Allocation Guidelines, the District Assembly Grants and Group Recommendation, the 2017 Final Budget, Guiding Principles for the CCC Auction Proceeds, and investment strategies. The DBC roster, charge, recommendations, minutes and agendas can be found at www.sbccd.org/bfs/dbc.

District Enrollment Management

The District Enrollment Management Committee (DEM) reconvened on October 5. Members discussed their roster and charge, the enrollment management progress report, and No Drop for Nonpayment issues. They are set to meet on November 2. The DEM roster, charge, recommendations, minutes and agendas can be found at www.sbccd.org/bfs/demc.



POLICY & PROCEDURE SERVICE

Policy □ Procedure Subscriber Service
Community College League of California
Liebert Cassidy Whitmore

Legal Update □31
October 2017

OVERVIEW

This is the 31st update to subscribing district members of the League's Policy □ Procedure Subscriber Service, offered in partnership with the law firm of Liebert Cassidy Whitmore. The update is in response to new statutes and regulations, legal opinions, and questions from subscribers that have occurred since legal Update 30, disseminated to member districts in April 2017.

As a reminder, in addition to reflecting the revisions from legal updates to board policies (BPs) and administrative procedures (APs), member districts should implement a *regular review* of **every** BP/AP to ensure district leaders remain familiar with the content of these important documents.

Revisions to the Board Policy Templates

BP 273 □ Board Member Travel – This policy was updated to include a reference to Government Code Section 11139.8, which was enacted by AB 1887. A usage note was also added.

BP 4020 Program □ Curriculum □ and Course Development – This policy was updated to include a reference to Title 5 Section 55002.5 and specify that the CEO will establish procedures which prescribe the definition of credit hour consistent with Title 5 in addition to federal regulations.

BP 4300 Field Trips and Excursions – This policy was updated to include a reference to Government Code Section 11139.8, which was enacted by AB 1887. A usage note was also added.

BP 72 □ Educational Administrators – This policy was updated to include the holding in *Wong v. Ohlone Community College District* (2006) 137 Cal.App.4th 1379.



POLICY & PROCEDURE SERVICE

BP 7310 Nepotism – This policy was updated to add step-children to the definition of immediate family.

BP 7400 Travel – This policy was updated to include a reference to Government Code Section 11139.8, which was enacted by AB 1887. A usage note was also added.

Revisions to the Administrative Procedure Templates

AP 2712 Conflict of Interest Code – This procedure was updated to reflect an increase in the prohibited gift value to **470** in a calendar year from any single source.

AP 273 Board Member Travel – This procedure was updated to include a reference to Government Code Section 11139.8, which was enacted by AB 1887. A usage note was also added. Lastly, this procedure was updated to recommend that any locally developed language related to travel limitations developed under Government Code Section 11139.8 be reflected in this procedure.

AP 3300 Public Records – This procedure was updated to reflect that personal email addresses are not public records in certain circumstances.

AP 3420 Equal Employment Opportunity – This procedure was updated to change a note reflecting that Title 5 Sections 53000 et seq. were updated in 2013.

AP 343 Discrimination and Harassment Complaints and Investigations – This procedure was updated to reflect the withdrawal of U.S. Department of Education Office for Civil Rights (OCR) guidance documents and the issuance of interim guidance by the OCR.

AP 3330 Weapons on Campus – This procedure was updated to add optional language to address employees bringing kitchen knives and other kitchen tools or utility items with blades on campus.

AP 3720 Computer and Network Use – This procedure was updated to revise a note referring to the information security standard created by the California Community Colleges Technology Center.



POLICY & PROCEDURE SERVICE

AP 4020 Program and Curriculum Development – This procedure was updated to add a reference to 34 Code of Regulations Part 600.2. This procedure was also updated to reflect recently revised Title 5 requirements pertaining to approval of credit courses and programs and include the Title 5 definition of credit hour.

AP 422 ☐ Course Repetition – This procedure was updated to conform to the current Title 5 requirements governing repeatable courses.

AP 4227 Repeatable Courses – This procedure was updated to conform to the current Title 5 requirements governing repeatable courses.

AP 422 ☐ Course Repetition – Significant Lapse of Time – This procedure was updated to conform to the current Title 5 requirements governing repeatable courses.

AP 422 ☐ Course Repetition – Variable Units – This procedure was update to conform to the current Title 5 requirements governing repeatable courses.

AP 423 ☐ Credit by Examination – This procedure was updated to add references (Education Code Section 79500 and Title 5 Section 55052) and reflect the new policy from the California Community Colleges Chancellor’s Office regarding a College Board AP exam score of 3 or higher shall be awarded credit in a general education area.

AP 4236 Advanced Placement Credit – This is a **new procedure** that is required under Education Code Section 79500 to address awarding of advanced placement credit.

AP 4300 Field Trips and Excursions – This procedure was updated to include a reference to Government Code Section 11139.8, which was enacted by AB 1887. A usage note was also added. Lastly, this procedure was updated to recommend that any locally developed language regarding travel limitations developed under Government Code Section 11139.8 be reflected in this procedure.

AP ☐013 Students in the Military – This procedure was updated to reflect new and amended provisions addressed by Education Code Section 68075.7 pertaining to resident classification for certain individuals related to members of the uniformed service.



POLICY & PROCEDURE SERVICE

AP 001 Residence Determination – This procedure was updated to reflect new and amended provisions addressed by Education Code Section 68075.7 pertaining to resident classification for certain individuals related to members of the uniformed service.

AP 040 Student Records, Directory Information and Privacy – This procedure was updated to delete a reference to Education Code Section 71091.

AP 030 Student Rights and Grievances – This procedure was updated to clarify that student grievances related to sex discrimination in education programs and activities may be filed under this procedure and to add a citation to 34 Code of Federal Regulations Parts 106.1 et seq.

AP 6400 Financial Audits – This procedure was updated to include references to Education Code Section 84040.5 and Title 5 Section 59102.

AP 600 Hazardous Materials – This procedure was updated to add a reference to 29 U.S. Code Section 651.

AP 7400 Travel - This procedure was updated to include a reference to Government Code Section 11139.8, which was enacted by AB 1887. A usage note was also added. Lastly, this procedure was updated to recommend that any locally developed language regarding travel limitations, developed pursuant to Government Code Section 11139.8, be reflected in this procedure.

AP 700 Volunteers – This procedure was updated to include a reference to Education Code Section 88249.



Origination: 10/2017
Last Approved: 10/2017
Last Revised: 10/2017
Next Review: 6 years after approval
Owner: Jose Torres: Document Owner - Chapter 6
Policy Area: Chapter 6 General Institution
References: Brand New - required

BP 6307 Debt Issuance and Management

The Chancellor shall establish procedures to ensure the District is professionally managing its debt and fulfills its annual debt issuance reporting requirements to the California Debt and Advisory Commission.

This Debt Management Policy (the "Policy") provides written guidelines for the issuance of indebtedness by the San Bernardino Community College District (the "District") in satisfaction of the requirements of S.B. 1029, codified as part of Government Code Section 8855.

I

Purpose and Goals

This Policy provides a framework for debt management and capital planning by the District.

This Policy has been developed to meet the following goals:

- (1) Identifying the purposes for which the debt proceeds may be used.
- (2) Identifying the types of debt that may be issued.
- (3) Describing the relationship of the debt to, and integration with, the District's capital improvement program or budget.
- (4) Establishing policy goals related to the District's planning goals and objectives.
- (5) Implementing internal control procedures to ensure that the proceeds of the proposed debt issuance will be directed to the intended use upon completion of the issuance.

II

Purposes for Which Debt Proceeds May be Used

Section 2.01. Authority and Purposes of the Issuance of Debt

The laws of the State of California (the "State") authorize the District to incur debt to make lease payments, contract debt, and issue bonds for school improvement projects. The District is authorized to contract debt to acquire, construct, reconstruct, rehabilitate, replace, improve, extend, enlarge, and equip such projects; to refund existing debt; or to provide for cash flow needs.

Section 2.02. State Law

Section 18 of Article XVI of the State Constitution contains the "debt limitation" formula applicable to the

District.

There are a number of State laws that govern the issuance of general obligation bonds (“GO Bonds”) by community college districts. Sections 1(b)(2) (Proposition 46) and 1(b)(3) of Article XIII A (Proposition 39) of the State Constitution allow the District to issue GO Bonds. The statutory authority for issuing GO Bonds is contained in Education Code Section 15000 *et seq.* Additional provisions applicable only to Proposition 39 GO Bonds are contained in Education Code Section 15264 *et seq.* An alternative procedure for issuing GO Bonds is also available in Government Code Section 53506 *et seq.*

The statutory authority for issuing Tax and Revenue Anticipation Notes (“TRANS”) is contained in Government Code Section 53850 *et seq.* Authority for lease financings is found in Education Code Section 17455 *et seq.* and additional authority is contained in Education Code Sections 17400 *et seq.*, 17430 *et seq.* and 17450 *et seq.*, and Government Code Section 4217.10 *et seq.* The District may also issue Mello-Roos bonds pursuant to Government Code Section 53311 *et seq.*

Section 2.03. Debt Issued to Finance Operating Costs

The District may deem it necessary to finance cash flow requirements under certain conditions. Such cash flow borrowing must be payable from taxes, income, revenue, cash receipts and other moneys attributable to the fiscal year in which the debt is issued.

General operating costs include, but are not limited to, those items normally funded in the District’s annual operating budget.

The District’s Chancellor or Vice Chancellor, Business Services, will review potential financing methods to determine which method is most prudent for the District. Potential financing sources include but are not limited to tax and revenue anticipation notes, temporary borrowing from the San Bernardino County Treasurer and Tax Collector, and temporary interfund borrowing.

III

Types of Debt That May be Issued

Section 3.01. Types of Debt Authorized to be Issued

A. Short-Term: The District may issue fixed-rate and/or variable rate short-term debt, which may include TRANS, when such instruments allow the District to meet its cash flow requirements. The District may also issue bond anticipation notes (“BANS”) to provide interim financing for bond projects that will ultimately be paid from GO Bonds.

B. Long-Term: Debt issues may be used to finance essential capital facilities, projects and certain equipment where it is appropriate to spread the cost of the projects over more than one budget year. Long-term debt should not be used to fund District operations.

Long term debt in the form of GO Bonds may be issued under Article XIII A of the State Constitution, either under Proposition 46, which requires approval by at least a two-thirds (66.67%) majority of voters, or Proposition 39, which requires approval by at least 55% of voters, subject to certain accountability requirements and additional restrictions.

The District may also enter into long-term leases and/or participate in the sale of certificates of participation or lease revenue bonds for public facilities, property, and equipment.

C. Lease/Equipment Financing: Lease-purchase obligations or appropriation leases are a routine and

appropriate means of financing capital equipment and certain capital facilities. However, lease obligations may impact on budget flexibility.

D. Use of General Obligation Bonds: A significant portion of the District's capital projects are projected to be funded by GO Bond proceeds. Projects financed by the GO Bonds will be determined by the constraints of applicable law and the project list approved by voters.

IV

Relationship of Debt to and Integration with District's Capital Improvement Program or Budget

Section 4.01. Impact on Operating Budget and District Debt Burden

In evaluating financing options for capital projects, both short and long-term debt amortization will be evaluated when considering a debt issuance, along with the potential impact of debt service, and additional costs associated with new projects on the operating budget of the District. The cost of debt issued for major capital repairs or replacements may be judged against the potential cost of delaying such repairs.

Section 4.02. Capital Improvement Program

The Vice Chancellor, Business Services and the facilities staff have responsibility for the planning and management of the District's capital improvement program subject to review and approval by the Board of Trustees. Staff will, as appropriate, supplement and revise any applicable facilities master plan in keeping with the District's current needs for the acquisition, development and/or improvement of District's real estate and facilities. Such plans may include a summary of the estimated cost of each project, schedules for the projects, the expected quarterly cash requirements, and annual appropriations, in order for the projects to be completed.

Section 4.03. Refunding and Restructuring Policy

A. Considerations for Refunding.

1. District's Best Interest. Whenever deemed to be in the best interest of the District, the District shall consider refunding or restructuring outstanding debt if it will be financially advantageous or beneficial for debt repayment and/or structuring flexibility.
2. Net Present Value Analysis. The District shall review a net present value analysis of any proposed refunding in order to make a determination regarding the cost-effectiveness of the proposed refunding.
3. Maximize Expected Net Savings. The District shall time the refinancing of debt to maximize the District's expected net savings over the life of the debt.
4. Comply with Existing Legal Requirements. The refunding of any existing debt shall comply with all applicable State and Federal laws governing such issuance.

V

Policy Goals Related to District's Planning Goals and Objectives

In following this Policy, the District shall pursue the following goals:

1. The District shall strive to fund capital improvements from voter-approved GO Bond issues to preserve the availability of its General Fund for District operating purposes and other purposes that

cannot be funded by such bond issues.

2. To the extent applicable, the District shall endeavor to attain the best possible credit rating for each debt issue in order to reduce interest costs, within the context of preserving financial flexibility and meeting capital funding requirements.

3. The District shall take all practical precautions and proactive measures to avoid any financial decision that will negatively impact current credit ratings on existing or future debt issues.

4. The District shall, with respect to GO Bonds, remain mindful of its statutory debt limit in relation to assessed value growth within the school district and the tax burden needed to meet long-term capital requirements.

5. The District shall consider market conditions and District cash flows when timing the issuance of debt.

6. The District shall determine the amortization (maturity) schedule which will fit best within the overall debt structure of the District at the time the new debt is issued.

7. The District shall match the term of the issue to the useful lives of assets funded by that issue whenever practicable and economical, while considering repair and replacement costs of those assets to be incurred in future.

8. The District shall, when issuing debt, assess financial alternatives to include new and innovative financing approaches, including whenever feasible, categorical grants, revolving loans or other State/federal aid, so as to minimize the encroachment on the District's General Fund.

9. The District shall, when planning for the sizing and timing of debt issuance, consider its ability to expend the funds obtained in a timely, efficient and economical manner.

VI

Internal Control Procedures for Issuance of Debt to Ensure Intended Use of Proceeds

Section 6.01. Structure of Debt Issues

A. Maturity of Debt: The duration of a debt issue shall be consistent, to the extent possible, with the economic or useful life of the improvement or asset that the issue is financing. In addition, the average life of tax-exempt financing shall not exceed 120% of the average life of the assets being financed. The District shall also consider the overall impact of the current and future debt burden of the financing when determining the duration of the debt issue.

B. Debt Structure:

1. GO Bonds:

a. *New Money Bond Issuances*: For tax-exempt new money bond issuances, the District shall size the bond issuance consistent with the "spend-down" requirements of the Internal Revenue Code and, for all new money bond issuance, within any limits approved by the District's voters. To the extent possible, the District will also consider credit issues, market factors (e.g. bank qualification) and tax law when sizing the District's bond issuance.

b. *Refunding Bond Issuances*: The sizing of refunding bonds will be determined by the amount of money that will be required to cover the principal of, accrued interest (if any) on, and redemption

premium for the bonds to be defeased on the call date and to cover appropriate financing costs.

c. *Maximum Maturity*: All bonds issued by the District shall mature within the limits set forth in applicable provisions of the Education Code or the Government Code. The final maturity of tax-exempt bonds will also be limited to the average useful life of the assets financed or as otherwise required by tax law.

d. *Taxable Bonds*: Taxable bonds shall be considered for funding projects which do not satisfy the "spend-down" requirements of the Internal Revenue Code.

2. Lease-Purchase Obligations: The final maturity of equipment or real property lease obligations will be limited to the useful life of the assets to be financed.

C. Debt Service Structure: The District shall design the financing schedule and repayment of debt so as to take best advantage of market conditions, provide flexibility, and, as practical, to recapture or maximize its debt capacity for future use.

Section 6.02. Use of Proceeds

The District shall be vigilant in using bond proceeds in accordance with the stated purposes at the time such debt was incurred. In furtherance of the policy, and in connection with the issuance of all GO Bonds:

1. As required by Government Code Section 53410, the District shall only use GO Bond proceeds for the purposes approved by the District's voters; and
2. The Vice Chancellor, Business Services shall have the responsibility, no less often than annually, to provide to the District's Board of Trustees a written report which shall contain at least the following information:

The amount of the debt proceeds received and expended during the applicable reporting period; and

The status of the acquisition, construction or financing of the school facility projects, as identified in any applicable bond measure, with the proceeds of the debt.

These reports may be combined with other periodic reports which include the same information, including but not limited to, periodic reports made to the California Debt and Investment Advisory Commission, or continuing disclosure reports or other reports made in connection with the debt. These requirements shall apply only until the earliest of the following: (i) all the debt is redeemed or defeased, but if the debt is refunded, such provisions shall apply until all such refunding bonds are redeemed or defeased, or (ii) all proceeds of the debt, or any investment earnings thereon, are fully expended.

3. The District shall post on the District website the Annual Report of the District's Independent Bond Oversight Committee which has been given the responsibility to review the expenditure of GO Bond proceeds to assure the community that all GO Bond funds have been used for the construction, renovation, repair, furnishing and equipping of school facilities, and not used for teacher or administrator salaries or other operating expenses.

4. The District shall hire an independent auditor to perform an annual independent financial and performance audit of the expenditure of GO Bond proceeds, and to post such audits on the District website.

References:

Attachments:

No Attachments

Approval Signatures

Step Description	Approver	Date
District Assembly 1st reading	District Assembly District Assembly:	pending
Chancellor's Cabinet	Chancellor's Cabinet Chancellor's Cabinet: [SN]	10/2017
	Jose Torres: Document Owner - Chapter 6 [KG]	10/2017

November 13, 2017

To: District Assembly

From: Angel Rodriguez, District Director of Marketing, Public Affairs & Government Relations

Re: Update on District-wide Brand Assessment Initiative

Ad-Hoc Brand Identity Task Force Members:

- Autumn Blackburn, SBCCD Student Trustee, SBVC
- Paul Bratulin, SBVC
- Kristy Cooper, KVCR
- Jajuan Dotson, SBCCD Student Trustee, CHC
- Ashley Gaines, EDCT
- Benjamin Gamboa, CHC
- Rania Hamdy, SBVC
- Donna Hoffmann, CHC
- Celia Huston, SBVC
- Kathryn Jaramillo, SBVC
- Snezana Petrovic, CHC
- Beverly Rapouw, Former SBCCD Student Trustee, CHC
- Angel Rodriguez, SBCCD
- Ginger Sutphin, CHC
- Mary Valdemar, SBVC

1) Why are we conducting a district-wide brand assessment?

On January 19, 2017, the SBCCD Board of Trustees approved the following:

- 2017-2022 Districtwide Support Services Strategic Plan
- 2017 Crafton Hills College Comprehensive Master Plan
- 2017 San Bernardino Valley College Comprehensive Plan

Each plan was developed with input from faculty, staff, students and community members, and sets the strategic direction for the next five years for how SBCCD will advance its mission of increasing access to affordable, high-quality higher education to Inland Southern California.

Strengthening the college's profile and reputation was identified as a priority to attract and maintain students, talented faculty and staff, and enhance business and community partnerships.

(Continued, next page)

(Continued: Why is SBCCD conducting a district-wide brand assessment)

San Bernardino Community College District

Strategic Direction Goal 2: Enrollment and access

- Enhance the public image of the San Bernardino Community College District (Objective 2.3). Assess the District's public image, develop, and implement a plan on the assessment's results.
- Increase awareness of San Bernardino Valley College and Crafton Hills College as viable higher education options (Objective 2.4)

Strategic Direction 3: Partnerships of Strategic Importance

- Enhance existing and secure new government and community partnerships to increase funding for improving student success and increasing student access (Objective 3.4)
- Enhance SBCCD's value to the communities it serves.

San Bernardino Valley College

Strategic Direction 3: Improve communication, culture and climate

- Expand and enhance local business and community awareness of the college.
- Build community recognition and networks by capitalizing on the college's community roots.

Crafton Hills College

Strategic Direction 5: Enhance value to the surrounding community.

- Be recognized as the college of choice in the communities we serve.
- Expand the reputation of Crafton Hills College as an essential partner and valued asset.
- Distinguish Crafton Hills College as a respected resource for local employers and the workplace.

2) Why is strengthening our district-wide brand important?

1. We compete with public and private colleges and trade schools to attract students (enrollment) and talented instructors.
2. We compete with hundreds of nonprofits for resources such as staffing, funding, public attention, philanthropic contributions, legislative support, awards and recognitions, and positive news media coverage.
3. Our brand (the unique promise we make) is how we set ourselves apart from those competitors.
4. **When the brand and public opinion of our colleges is strong, the diploma/certificate we award our students is strong and it makes them more competitive in the workforce.**

3) What are the goals and objectives District-Wide Brand Assessment

To evaluate the strengths and areas of improvement of our district-wide brand to determine the public's perception of the institution as a whole, as well as its individual entities, and use this assessment to help SBCCD, SBVC, CHC, EDCT, KVCR establish a cohesive visual/verbal brand that:

- 1) Distinguishes it as a vital community resource and the region's leading provider of affordable and accessible higher education,
- 2) Attracts and maintains a diverse student population and talented faculty and staff, and
- 3) Reinforces our college's legitimacy as a regional educational institution that positively impacts the 20 cities and unincorporated communities we serve.

4) What will the district-wide brand assessment entail?

With the support of the Board of Trustees and Chancellor Baron, the Task Force is partnering with the public affairs firm [Cerrell Associates](#) to solicit input from students, faculty, staff, alumni and community stakeholders to assess the district and college's public image. The assessment is taking into consideration public perceptions of the SBCCD District Office, San Bernardino Valley College, Crafton Hills College, Economic Development & Corporate Training and KVCR TV/FM.

1. Stakeholder Engagement

Through direct engagement with students, faculty, staff, alumni and community stakeholders, the Task Force is working with Cerrell Associates to facilitate focus groups, consultations and online surveys to gather feedback and understand how external audiences view our colleges and its place in the community, as well as potentially test new brand themes.

2. Strengths, Weaknesses, Opportunities and Threats (S.W.O.T.) Analysis

The review would assess the college community's (SBCCD, SBVC, CHC, EDCT, KVCR) main communications channels – electronic communications, internal communications, direct community interactions – to ensure consistent messages are being conveyed to all audiences. The analysis would also identify gaps in external engagement activities and will ultimately help determine the appropriate actions for creating a more vibrant external communications program.

3. Recommendations to Strengthen the Brand

Once the S.W.O.T. analysis and stakeholder engagement activities are completed, Cerrell Associates will deliver a written report to the Task Force, Chancellor and Board of Trustees detailing the assessment's findings. The forward-looking report will include recommended steps on how to strengthen and integrate the district-wide brand through long-term strategic messaging and a graphic identity system.

5) By the Numbers: Overall input gathered from students, faculty, staff, and community stakeholders (As of 11/8/2017):

1,551: Number of SBVC, CHC, EDCT, KVCR, SBCCD faculty and staff who have received an email invitation to complete an online survey to share their thoughts and opinions on what is working and not working with our district-wide brand image. (Sent November 2, 2017).

27: Number of SBVC, CHC, EDCT, KVCR, SBCCD faculty and staff who participated in a two-hour, in-person focus group. (October 13, 2017).

54: Number of aggregated hours our faculty and staff gave on Oct. 13 to share their thoughts and opinions what is working and not working with our district-wide brand image.

15: Number of SBVC/CHC students who participated in a two-hour, in-person focus group. (September 15, 2017).

30: Number of aggregated hours our students gave on Sept. 15 to share their thoughts and opinions on what is working and not working with our district-wide brand image.

12: Number of aggregated hours SBCCD Board of Trustees gave on October 26 to share their thoughts and opinions what is working and not working with our district-wide brand image.

14: Number of aggregated hours Chancellor's Cabinet members gave on September 15 to share their thoughts and opinions what is working/not working with our district-wide brand image.

3: Number of major community partners who participated in a two-hour, in-person focus group: City of San Bernardino Communications Director, CalState San Bernardino Office of the President Public Affairs Director, and UC Riverside Office of Government and Community Relations

37: Number of K-12 leaders who have received an email invitation to complete an online survey to share their thoughts and opinions on what is working and not working with our district-wide brand image. (Sent November 2, 2017).

96: Number of business and community leaders who have received an email invitation to complete an online survey to share their thoughts and opinions on what is working and not working with our district-wide brand image. (Sent November 5, 2017).

2,875: Number of potential students and community members (ages 15 to 65+) who have seen our Facebook advertising inviting them to complete the online survey. They live in: Banning, Beaumont, Big Bear, Bloomington, Calimesa, Colton, Crestline, Grand Terrace, Highland, Lake Arrowhead, Loma Linda, Lytle Creek, Moreno Valley, Muscoy, Redlands, Rialto, Riverside, San Bernardino and Yucaipa.

6) When did the brand assessment start and when will it conclude?

Phase One:

- **August 24** – Brand Identity Task Force Members held kick-off meeting and initiated stakeholder forums and focus groups to solicit input on our district-wide brand image.
- **November 30** – Analysis and stakeholder engagement activities will be completed, and Cerrell Associates will deliver a written report to the Chancellor and Board of Trustees during a study session, detailing the assessment’s findings. The forward-looking report will include recommended steps on how to strengthen and integrate the district-wide brand through long-term strategic messaging and a graphic identity system.

Phase Two:

- **August 2018:** Enhanced graphic identity system to be launched. (Tentative).