WASHINGTON STATE COMMUNITY COLLEGE DISTRICT 17

October 17th, 2023

NOTICE OF REGULAR MEETING
(Notice Date: Wednesday, October 11th, 2023)

The Community Colleges of Spokane Board of Trustees will hold a regular meeting on Tuesday, October 17th, 2023, beginning at 8:30 AM. Should an executive session be held, adjournment is scheduled for 11:00 AM.

The regular meeting will take place in person at Spokane Community College Colville Center, 985 S. Elm Street, Colville, Washington as well as a virtual space.

To connect to the October 17th meeting virtually, go to:

Join Zoom Meeting
Meeting ID: 872 5628 0109
Passcode: 027027

All Board of Trustees meetings include opportunity for public comment. The October 17th, 2023, meeting will be held both in person and virtually. Please email public comments to the Board Executive Assistant at Breanne.Riley@ccs.spokane.edu by 8:30 AM on Tuesday, October 17th, 2023. Please place "Public Comment" in the subject of your email. Public comments received will be provided to the Trustees, entered into the record, and attached to the minutes of the October 17th regular meeting.

A copy of the meeting material can be found online at:

https://ccs.spokane.edu/About-Us/Leadership/Board-of-Trustees

Washington State Community College District 17

Colville Center
985 S. Elm Street
Colville, WA 99114

[Join Zoom Meeting](#)
Meeting ID: 872 5628 0109
Passcode:027027

Regular Board Meeting: In-Person & Zoom
Tuesday, October 17, 2023

AGENDA
Trustee Mike Wilson; Chair, Trustee Todd Woodard; Vice-Chair,
Trustee Glenn Johnson, Trustee Beth Thew, Trustee Steve Yoshihara
8:30 a.m. – 11:00 a.m.

PLEASE NOTE: The Board reserves the rights to alter the order of the agenda.

10/17/2023		Regular Meeting Agenda		TAB #
8:30 a.m.	1.	**SCC Celebrating Student Success: SCC Colville Industrial Training Center** ↳ Jeff Williams, SCC ↳ Brian Moyer, SCC ↳ Russell Schluter, SCC	**Report**	**Tab 1**
	2.	**Celebrating Success Q&A**	**Discussion**	
		Call to Order, Pledge of Allegiance, Roll Call and Native Land Acknowledgement Statement ↳ Trustee Todd Woodard, Vice-Chair	**Action**	
		Public Comment	**Discussion**	
	3.	**Consent Agenda** a. Board Minutes – 09/12/2023 b. Capital Projects – Nichole Hanna c. Budget & Expenditures – Linda McDermott d. Head Start – Bobbie Woodral e. Admin Procedures – Nichole Hanna and Amy McCoy	**Action**	**Tab 2**
	4.	**Chancellor's Report** ↳ Kevin Brockbank, CCS	**Report**	

5. **Presidents Report**   **Report**
   ↳ Jenni Martin, SCC
   ↳ Kimberlee Messina, SFCC

6. **Marketing Update**   **Report**   **Tab 3**
   ↳ Carolyn Casey, CCS

7. **2021-25 CCS Strategic Plan Update**   **Report**   **Tab 4**
   ↳ Greg Stevens, CCS

8. **Joint Enrollment Report**   **Report**   **Tab 5**
   ↳ Jenni Martin, SCC
   ↳ Kimberlee Messina, SFCC

9. **Rural Presentation**   **Report**   **Tab 6**
   ↳ Connan Campbell, SCC
   ↳ Jaclyn Jacot, SCC

10. **IT Update**   **Report**   **Tab 7**
   ↳ Grace Leaf, CCS

11. **AHE/Faculty Report**   **Report**
   ↳ Beverly Daily, AHE
   ↳ Christina Momono, SCC
   ↳ Katie Satake, SCC
   ↳ Katella DeBolt, SFCC

12. **WFSE/Classified Staff Report**   **Report**
   ↳ Abigail Affholter, SCC

13. **Student Government Report**   **Report**
   ↳ Tammy Pham, SCC

14. **Board Report**   **Report**

15. **Executive Session**   **Discussion**
   a. Reserved for potential action generated from executive session

16. **Potential Action Generated from Executive Session**   **Action**

   Adjournment

Next Meeting will be Tuesday, November 14, 2023 at 8:30 a.m.
Spokane Falls Community College, 3410 W. Whistalks Way,
Building 30, Room 212, Spokane WA 99224 with a Zoom option

EXECUTIVE SESSION: Under RCW 42.30.110, an Executive Session may be held. Action from the Executive Session may be taken, if necessary, as a result of items discussed in the Executive Session.

PLEASE NOTE: Times above are estimates only. The Board reserves the right to alter the order of the agenda.

CCS MISSION

To provide all students an excellent education that transforms their lives
and expands their opportunities.

CCS VISION

Providing the best community college experience in the Northwest.

CCS VALUES

Students First | Equity | Access | Excellence | Integrity |
Leadership | Responsiveness | Stewardship

TAB 1

CELEBRATING STUDENT SUCCESS: Colville – Welding and IMT

BACKGROUND

Since the earliest days of Spokane Community College in Colville, we have offered industrial training programs. Welding has been a key element of this training since the beginning, but other offerings have changed in response to the needs of the community. In the late-1990s, money was raised to construct the current Industrial Training Center (ITC). The ITC is a great example of collaboration, both in its construction and development, and also in its operation. The funds to develop this facility's current infrastructure and equipment have come from the CCS Foundation, two SBCTC Workforce Development Grants, two USDA Rural Development Grant, the Perkins Grants, and student tech fees. Operationally, Spokane Community College worked with local industry partners including boat manufacturers, the lumber mill, and others to create a multi-disciplinary program in Industrial and Manufacturing Technology (IMT). The IMT program is an example of adapting educational offerings to the needs of the local community. The ITC is happy to offer credit programs as well as opportunities for non-credit training options that can be designed to meet specific industry needs. Moving forward, the goal is to continue developing this into a key training facility for the Colville region.

Prepared by: Jeff Williams

Presented by: Jeff Williams, Brian Moyer, Russell Schluter

Welding

Industrial & Manufacturing Technology (IMT)

Spokane Community College - Colville

Overview

- Historic Industrial Training Presence

- Current Facility
    - Mid-1990s
    - Welding
    - Other programs based on local needs

Industrial Training Center

- Current Form
- Funding from a variety of sources
  - CCS Foundation
  - Workforce Development Fund Grant
  - USDA Rural Development Grant
  - Perkins Grant
  - Student Tech Fee
- Program Collaboration – IMT
  - Worked with local industry partners
  - Program targeted at local needs

Tour

- Lets go see the Industrial Training Center!

ACTION: CALL TO ORDER, PLEDGE OF ALLEGIANCE, ROLL CALL AND NATIVE LAND ACKNOWLEDGEMENT STATEMENTS

Prepared by: Breanne Riley
                            Executive Assistant to the Chancellor

Presented by: Todd Woodard
                            Vice-Chair, CCS Board of Trustees
                            October 17, 2023

Washington State Community College District 17

Community Colleges of Spokane
Board of Trustees Meeting
October 17, 2023

Native Land Acknowledgment

We are honored to acknowledge that the Community Colleges of Spokane, and our main campuses for Spokane Falls and Spokane Community College, are located on the traditional and sacred homelands of the Spokane Tribe. We also provide services in a region that includes the traditional and sacred homelands of the Coeur d'Alene Tribe, Confederated Tribes of the Colville Reservation, Kalispel Tribe and Nez Perce Tribe.

We pay our respect to tribal elders both past and present as well as to all indigenous people today. This land holds their cultural DNA and we are honored and grateful to be here on their traditional lands. We give thanks to the legacy of the original people and their descendants and pledge to honor their stewardship and values.

TAB 2

ACTION: APPROVAL OF CONSENT AGENDA

BACKGROUND
Consent agenda items will be considered together and will be approved on a single motion. Any person desiring to remove an item for separate consideration should so request before approval of the agenda.

AGENDA ITEMS
   a. Board Minutes Approval - 09/12/2023
   b. Capital Projects - Nichole Hanna
   c. Budget and Expenditures - Lisa Hjaltalin
   d. Head Start - Bobbi Woodral
   e. Admin Procedures - Nichole Hanna
       and Amy McCoy

RECOMMENDATION
It is recommended that the Board of Trustees of Washington State Community College District 17 approve the consent agenda as presented.

Prepared by: Breanne Riley
                   Executive Assistant to the Chancellor

Presented by: Trustee Todd Woodard
                   Vice-Chair of Board of Trustees

                   October 17, 2023

TAB 2-A

ACTION: APPROVAL OF MEETING MINUTES

RECOMMENDATION
It is recommended that the Board of Trustees of Washington State Community
College District 17 approve the minutes from the September 12, 2023 meeting,
as presented.

Prepared by: Breanne Riley
                 Executive Assistant to the Chancellor
                 October 17, 2023

<p align="center">**Minutes of the Board of Trustees Meeting**
Washington State Community College District 17
Regular Meeting
September 12, 2023 8:30am
In Person and Zoom Option</p>

Present: Trustee Mike Wilson, Trustee Todd Woodard, Trustee Glenn Johnson, Trustee Beth Thew, Trustee Steve Yoshihara. Also present: Kevin Brockbank, Kimberlee Messina, Jenni Martin, Lisa Hjaltalin, Jaclyn Jacot, Lori Hunt, Jenni Martin, Bobbi Woodral, Jessica Retter, Abigail Affholter, Connan Campbell, Bonnie Glantz, Amy McCoy, Carolyn Casey, Chris Pelchat, Carrie Culver, Nichole Hanna, Patrick McEachern, Alison Cooley, Breanne Riley (recording secretary).

Excused: Christina Momono, Katie Satake, Katella DeBolt, Beverly Daily, Tammy Pham

Guests: Jess Carter and John Drake

Celebrating Student Success
Mr. Chris Pelchat shared with the Board of Trustees that the Student Success presentation would be a walking tour of Building 2. Mr. Pelchat reported on some of the most recent changes to Building 2 at SFCC. Mr. Pelchat noted that the team has been very excited about the recent changes and that faculty and students have been using the space more often. The Board and attendees left for a walking tour of Building 2 at 8:34am. The Board and attendees returned from the walking tour of Building 2 at 9:00am.

Call to Order
The Board of Trustees of Washington State Community College District 17 held a regular meeting on Tuesday, September 12, 2023. Trustee Wilson called the meeting to order at 9:02am. Trustee Wilson shared that the Board really enjoyed the tour of Building 2 and they are looking forward to seeing more programs from both colleges in the future. This was followed by the Pledge of Allegiance and roll call. It was announced that the meeting was open to the public. Individuals interested in addressing the Board were encouraged to speak up during the public comment section. The Native Land Acknowledgement was given by Trustee Wilson.

PUBLIC COMMENT
There were no public comments.

Ms. Jenni Martin introduced Ms. Abigail Affholter as the new classified staff representative for SCC. Dr. Kimberlee Messina introduced Ms. Alison Cooley as the new classified staff representative for SFCC. Trustee Wilson welcomed the new representatives to the Board of Trustee meeting.

CONSENT AGENDA
Being no objections, the consent agenda was entered into the record. Topics included the following:

a. Minutes of June and July Board Meetings:
   06.20.23 – Regular Meeting
   07.18.23 – Work Session
b. Capital Projects Status – Ms. Nichole Hanna
c. Budget and Expenditures – Ms. Lisa Hjaltalin
d. Head Start Updates – Ms. Bobbi Woodral

It was noted that Trustee Johnson and Trustee Woodard were listed as both present and excused for the June meeting. The minutes will be amended to reflect that both Trustees were excused and not present at the June meeting. Trustee Wilson shared that the Head Start review was very good and that enrollment was increasing, to which Ms. Bobbi Woodral confirmed. Trustee Johnson asked about security cameras being installed on campus and the status of the cameras. Ms. Nichole Hanna and Dr. Brockbank reviewed the current status of the project. Trustee Johnson asked for an update in security at SCC and if the shelter located near the campus has made an impact on the activity at SCC. Trustee Thew asked where on campus SCC has seen the biggest threat and if there was more activity on the north or south side of the campus. Dr. Messina shared the challenges that SFCC have faced recently as far as security issues. Dr. Messina shared that recently there was a lockdown at SFCC due to suspects who fled police on foot near the campus. Dr. Messina said that she was very excited for cameras to be installed at the SFCC campus. Ms. Amy McCoy reviewed that the CCS website has added instructions on how to update Rave alerts on cell phones. The motion to approve the consent agenda was so made by Trustee Johnson, seconded by Trustee Thew, and approved unanimously by the Board.

Chancellor's Report
Dr. Kevin Brockbank, Chancellor, shared that Fall Convocation was approaching and he wanted to recognize the hard work that happened by CCS employees during the summer. Dr. Brockbank reviewed changes that have happened within cabinet and that there is an investment for a new way to problem solve.   Dr. Brockbank stated that he believes cabinet has established a system for collaborative problem-solving processes and setting priorities together. Dr. Brockbank shared that he will be participating in a

panel with the Greater Spokane Valley Chamber of Commerce with local superintendents on emerging changes in education and updates in partnership. He then reported that on October 23rd local legislators will be visiting the SCC campus in order to see the recent changes at SCC, hear from student speakers, and tour various parts of the campus. Dr. Brockbank said that there will be a similar event in the Spring at SFCC for local legislators as well. There was an update from the Governor's office regarding the search for the replacement for Trustee Thew and the new trustee has not been chosen and finalized as of yet.

Presidents Report
Jenni Martin, Acting President of SCC, shared that SCC's 60th anniversary is September 16th and will be highlighted at the SCC Fall Convocation. Ms. Martin highlighted the PACE program and the program being on hiatus over the summer. The SEER program has been separated from the PACE program and is now part of the greater campus environment at SCC. Ms. Martin shared that enrollment is up at SCC and is 5% lower than pre-pandemic, and that is promising. The technical programs are at higher numbers than have been seen in years and SCC is very happy with that trajectory. Trustee Thew shared that she was excited to hear about the transition with the PACE program and asked if the changes were similar to the changes of PACE in Colville. Trustee Thew asked about the transition from special education in high school to higher education. Trustee Yoshihara asked if the Guided Pathways program was going well. Trustee Wilson noted that some of the PACE faculty members made comments at the graduation ceremonies about the reticent changes and he was pleased to hear that they were included in the planning.

Dr. Kimberlee Messina, President of SFCC, shared that enrollment at SFCC is down 8% from pre-pandemic and that is an improvement. Dr. Messina shared the Guided Pathways report and that SFCC is above the state average in numerous areas. Dr. Messina reported that math has been gaining success and English is consistently above the state averages. Trustee Yoshihara asked if Guided Pathways was given to each student and if it was optional or mandatory. Dr. Messina thanked facilities, security, and Ms. Hanna in their work with facilitating the Red Cross evacuation site at the SFCC campus during the fire evacuation of Medical Lake. Trustee Wilson thanked Dr. Messina for acknowledging the parties that assisted in the evacuation site. Trustee Wilson thanked both President's for their reports.

Rebranding Project
Ms. Carolyn Casey, introduced Ms. Jess Carter and Mr. John Drake from Drake Cooper as the consultants that are working with CCS on the rebranding project. Ms. Casey reviewed the purpose of the rebranding project, which will include a new brand image for CCS, improvements to the athletic logo, and refinements to the mascot image. Ms. Casey reviewed the project scope of the rebranding project. Trustee Johnson asked

if an estimate will be given on the cost of the project. Ms. Carter introduced herself and her role as the liaison between the CCS team and the Drake Cooper team. Mr. Drake introduced his role as the president of Drake Cooper and stated that he was very excited to work with CCS on the new rebranding project. Mr. Cooper shared the rebranding project that was created called Buck the Quo from Drake Cooper and how it highlighted higher education. Ms. Carter shared the logistics of the Buck the Quo project. Ms. Casey reviewed the process of hiring a consulting company for the rebranding project and what made Drake Cooper stand out to CCS. Trustee Johnson noted that he was impressed by Drake Cooper.

Dr. Brockbank shared that it was very clear that Drake Cooper matched the energy and enthusiasm of CCS and he was very excited. Ms. Casey reviewed the steps of the rebranding project. Trustee Thew asked which items are going before the full Board, what items are going before the executive Board, and who delegated the items to which team. CCS is currently in step one, the discovery phase, which consists of existing material review, competitive review, internal stakeholders focus groups, external focus groups, surveys, and the presentation #1. Trustee Johnson said that he would like to see high school coaches included in the survey group along with the high school advisors. Trustee Thew noted that she did not see Gonzaga as part of the competitive review amongst the local higher education groups. Trustee Wilson asked if the Board volunteers will be interviewed as part of the data that will be collected. Ms. Casey explained that in the rebranding effort the most valuable input will not be from within CCS, but from outside of CCS. Ms. Casey then shared that the next phase of the project will be the strategy development and brand planning, which consists of collaboration with work session #1, work session takeaways, presentation #2a, creative brief development, presentation #2b, and creative brief. Trustee Johnson asked when the Board will know the financial impact of the rebranding project. Trustee Johnson asked if there was a student target within the rebranding executive group. Step three of the rebranding project is the creative design, which consists of a creative brief deployed, review #1, creative concept refinement, review #2, creative concept refinement, review #3, final review presentation, and delivery of work project. Ms. Casey then shared that the final steps will be all usage standards, brand launch plan, and creative campaign. Ms. Casey reviewed the timing estimates of the rebranding project. Trustee Wilson noted that the issue of finance has been brought up by the Board and asked if the Board was comfortable with spending money for the rebranding project. Trustee Yoshihara asked what the number was that was presented, to which Dr. Brockbank noted that there has not been a set number yet. Trustee Yoshihara asked when the Board will know the number of the rebranding project. Trustee Thew noted that the expected value of the rebranding is important and the purpose and outcome of the rebranding project to be illustrated is important in that it helps to weigh in the investment. Trustee Wilson thanked Ms. Casey for her presentation.

Alert of Tenure Consideration
Dr. Kevin Brockbank, brought forth the alert of tenure consideration for faculty members Justine Morgan and Stacey Slaughter. Dr. Brockbank explained that the timeline for Board review and all other information were included in the tenure packet. Trustee Wilson noted that they will discuss tenure at the October Board meeting and act upon the tenure consideration at the November Board meeting.

Exempt Employee Retention Increases for FY2023/24
Dr. Kevin Brockbank, reviewed the process of salary negotiations for each group of employees. The recommendation brought before the Board today was a salary increase of 4% for the professional exempt and administrative staff for the 2023-2024 fiscal year. Dr. Brockbank shared the salary increase comparison from 2012/13 to 2024/25 between faculty and exempt/administrators. Dr. Brockbank then shared the cumulative comparison from 2012/13 to 2024/25 between faculty and exempt/administrators. Dr. Brockbank reviewed the dean/faculty salary comparison for the Board of Trustees and the strategic plan key performance indication for purposeful recruitment, development, and retention. The rate of separations from 2/9/22 thru 4/30/23 was then reviewed. Dr. Brockbank asked that the Board approve the 4% raise for exempt and administrative employees, excluding the Chancellor's salary, and to acknowledge the plan for both short and long term. The motion to approve was brought forth by Trustee Yoshihara, seconded by Trustee Thew, and approved unanimously by the Board.

WFSE/Classified Staff Report
Jessica Retter, Washington State Federation of State Employees Representative, shared with the Board of Trustees that the new contracts for classified staff took effect in July. There will be a training for supervisors next month regarding the changes that were made in the new contracts. Ms. Retter noted that the local fires illustrated how the union came together to help those that were affected by the fires. Ms. Retter shared that she will be at the Fall Convocation and will have a table with new swag for all attendees.

Board Report
Trustee Wilson reported that the Board and Chancellor goals were distributed to the Board members, comments have been received, and final documents have been sent to the Board and the Chancellor. Trustee Thew moved to approve the Board and Chancellor goals, which was seconded by Trustee Johnson, and approved unanimously by the Board. Trustee Wilson shared that he will be at the Fall Convocation to represent the Board of Trustees and he will speak with the participants about the goals. Trustee Wilson acknowledged that this will be Ms. Lisa Hjaltalin's last Board meeting as the Chief Financial Officer. Trustee Wilson thanked Ms. Hjaltalin's for her work as the Chief Financial Officer of CCS and that the Board will look forward to working with her in her new role before her retirement. Trustee Wilson thanked and

acknowledged Trustee Thew for her terms that she served on the Board of Trustees for CCS. It was reported that Trustee Thew will continue to serve for the Board through October until her replacement has been appointed. Trustee Thew shared that it had been an honor to work with each person at CCS.

Executive Session
The Board will convene into executive session under RCW42.30.110(1) for the following purpose: under RCW42.31.44(a) to adopt a strategy for a position to be taken by the governing body during the course of any collective bargaining, professional negotiation or grievance, mediation proceedings, and review proposals made. The executive session will last for approximately 10 minutes.

Trustee Wilson announced that the executive session had ended at 11:20 am, no action was taken.

Potential Action Generated from Executive Session
There was no action taken.

Adjournment
Being no further business, the meeting adjourned at 11:20pm.

TAB 2-B

CONSENT AGENDA ITEMS: CAPITAL PROJECTS

Submitted by: Clinton Brown
                Chief Financial and Risk Officer
                October 17, 2023

Community Colleges of Spokane

STATE PROJECT NUMBER	PROJECT NAME	SCC	SFCC	DIST. OFFICE	STATE	LOCAL	DES PM	Total Project AMOUNT	SCOPE	STAFF DESIGN	A/E SELECTION	A/E AGREEMENT	PREDESIGN	SCHEMATICS	DESIGN DEV.	30%	60%	90%	100%	BID PERIOD	Design Completion / Bid DATE	CONTRACT	25%	50%	75%	95%	100%	ACCEPTANCE	CANCELED	LEGAL COMP DATE
18-063	SFCC Fine and Applied Arts Building, Phase 3		x		x		G	$ 40,100,000	Project												07/08/21				●					08/05/23
18-063	SFCC Fine and Applied Arts Building, Phase 4		x		x		G	$ 1,000,000	Project				●								04/01/24±									TBD
22-118	ESCO-CCS Utility Metering & Elec. Xfmr Repl (Trane)	x	x		x		C	$ 2,500,000	Project												03/02/22					●				11/30/23
22-229	SCC Apprenticeship Center (Dates tentative, related to const. funding appropriation)	x			x		G	$ 34,000,000	Project				●								8/1/27±									5/30/29±
22-737	SCC Building 10 Classroom Remodel, JOC	x			x		G	$ 200,000	Project												07/01/23		O					●		9/15/23±
23-093	ESCO-CCS Elec. Xfmr Repl (Trane)-Phase 2	x			x	x	C	$ 1,900,000	Project												11/15/22	●								11/13/24
23-514	Lodge Renovation, Pre-Design/Design		x			x	G	$ 170,000	Project			O	●								2/1/24±									
23-145	SCC Campus Security Upgrades Study	x				x	G	$ 75,000	Study							O	●				11/1/23±									
23-568	SCC Campus Security Upgrades, Exterior Cameras	x			x		G	$ 1,400,000	Project											O	09/21/23	●								8/31/24±
24-XXX	SCC Campus Security Upgrades, Access Controls	x			x	x	G	$ 2,400,000	Project					●							2/1/24±									8/31/24±
24-XXX	SCC Campus Security Upgrades, Interior Cameras	x				x	G	$ 800,000	Project					●							3/1/24±									8/31/24±
23-580	SFCC Campus Security Upgrades	x			x	x	G	$ 4,500,000	Project				●								3/1/24±									4/30/25±
24-180	SFCC Stadium Roof Repairs, Phase 2		x		x		G	$ 350,000	Project				●								3/1/24±									7/31/24±

Total $ 89,395,000

STATE PROJECT NUMBER	PROJECT NAME	SCC	SFCC	DIST. OFFICE	STATE	LOCAL	DES PM	Total Project AMOUNT	SCOPE	STAFF DESIGN	A/E SELECTION	A/E AGREEMENT	PREDESIGN	SCHEMATICS	DESIGN DEV.	30%	60%	90%	100%	BID PERIOD	Design Completion / Bid DATE	CONTRACT	25%	50%	75%	95%	100%	ACCEPTANCE	CANCELED	LEGAL COMP DATE
												DESIGN STATUS (Up To)						DOCUMENT STATUS (Up To)								CONSTRUCTION STATUS (Up To)				
NORTH SPOKANE CORRIDOR RELATED PROJECTS																														
23-051	SCC Campus Wayfinding, Monument Sign	x				x	G	$ 1,000,000	Project			●									3/1/24±									8/31/24±
24-172	SCC Fire Tower Replacement	x				x	G	$ 820,000	Project		●										10/1/23±									8/31/24±

Total $ 1,820,000

● Current Status
o Previous Status

Community Colleges of Spokane

NUMBER	PROJECT NAME	PROJECT DESCRIPTION
18-063	SFCC Fine and Applied Arts Building, Phase 3	FAA, Phase 3 will be the construction of the new facility and site.
18-063	SFCC Fine and Applied Arts Building, Phase 4	FAA, Phase 4 will scope the demolition of existing Building 6, Fine Arts, and restore the site.
22-118	ESCO-CCS Utility Metering & Elec. Xfmr Repl (Trane)	Repair and replacement building utility metering in preparation to meet the requirements for the Clean Building Act; Repair and replacement of 5 50-60 year old transformers across the district. NOTE: Transformer lead times at the time of order was 64 weeks - 1500kVA due on site in May '23.
22-229	SCC Apprenticeship Center (Dates tentative, related to const. funding appropriation)	Design and Construction of replacement Apprenticeship Center to be erected on the SCC Campus. (Phs 1 Selection-2/23/22; Phs 2 Selection-3-10-22)
22-737	SCC Building 10 Classroom Remodel, JOC	Upgrades to the greenhouse classroom to include new lighting, ceiling, paint, windows, flooring, furnishings, and AV system. Delegated Authority project utilizing the State's Small Works Roster.
23-093	ESCO-CCS Elec. Xfmr Repl (Trane)-Phase 2	Replacement of aged electrical transformers across the district - continuation of Phase 1 utilizing supplemental legislative funding for outdated infrastruture replacement.
23-514	Lodge Renovation, Pre-Design/Design	Initial study to determine costs and feasibilty of renovating the SFCC Lodge to support district functions currently housed in the Riverpoint One facility. Architectural team will develope scope to align with potential budget.
23-145	SCC Campus Security Upgrades Study	Project to develop strategic Campus-Wide access control and camera infrastructure upgrades.
23-568	SCC Campus Security Upgrades, Exterior Cameras	Project to design and implement campus-wide exteriior video surveillance camera systems.
24-XXX	SCC Campus Security Upgrades, Access Controls	Project to design and implement integrated exterior and interior access control systems for all campus facilities.
24-XXX	SCC Campus Security Upgrades, Interior Cameras	Project to design and implement strategic placement of interior video surveillance camera systems.
23-580	SFCC Campus Security Upgrades	Project to develop and implement campus-wide security measures to include interior and exterior access control and video surveillance systems, utilizing the strategies developed during the SCC Campus Security Upgrades study.
24-180	SFCC Stadium Roof Repairs, Phase 2	Project to make structural steel repairs to the stadium, install expansion joints, and to repair lower roof sections.

Community Colleges of Spokane

NUMBER	PROJECT NAME	PROJECT DESCRIPTION
NORTH SPOKANE CORRIDOR RELATED PROJECTS		
23-051	SCC Campus Wayfinding, Monument Sign	Project to design and construct two new campus entrance monuments; at Mission/Sycamore and at Greene/Ermina.
24-172	SCC Fire Tower Replacement	Project to develop the site and procure / install replacement fire tower at SCC. Currently tower owned by WSDOT in assocation with the NSC agreeement and will be demolished in 2024.

TAB 2-C

CONSENT AGENDA ITEMS:

Community Colleges of Spokane
Business and Finance Office

2023-24 Budget, Revenue and Expenditure Status as of August 31, 2023, Preliminary as of September 30, 2023, through SBCTC Allocation #3, and 2022-2023 Budget, Revenue and Expenditure Reports through SBCTC Allocation #10

The consent agenda items listed above are provided by the Business and Finance Office of the Community Colleges of Spokane, for your review and consideration.

Enclosed for the Board's review are the 2023 – 2024 State Allocation and Tuition Operating Budget Report and Revenue and Expenditures as of August 31, 2023. Preliminary reports as of September 30, 2023, are also included in advance of the final September fiscal month close.

Fiscal Year 2022-2023 reports are also presented for the Board's review. These reports reflect the final operating budget results for the year. Final operating budget sources totaled $98.0 million, with total expenditures of $97.8 million. Actual tuition revenue exceeded the budget target by $1.9 million. Total revenue and expenditures from all sources for the year were $248.9 million and $244.5 million, respectively. Net Activity from all sources (revenue minus expenses) was $4.5 million.

Attachments:
1. State Allocation and Tuition Operating Budget Report 2023.08 - 2023-10-06
2. Revenue & Expenditures 2023-07-01 through 2023-08-31 - 2023-10-06
3. PRELIMINARY State Allocation and Tuition Operating Budget Report 2023.09 - 2023-10-06
4. PRELIMINARY Revenue & Expenditures 2023-07-01 through 2023-09-30 - 2023-10-06
5. State Allocation and Tuition Operating Budget Report 2023.06 - 2023-10-06
6. Revenue & Expenditures 2022-07-01 through 2023-06-30 - 2023-10-06

Submitted by: Dr. Linda McDermott, CPA
Acting Chief Financial Officer
Oct 9, 2023

State Allocation and Tuition Operating Budget Report

for Fiscal Year 2023 - 2024

Tuition revenue and GL expenditures through August 31, 2023

Community Colleges of Spokane

State Allocation #3

	SCC	SFCC	Central Admin	DMC	District Total
Total State Allocation	$45,323,266	$21,491,400	$18,189,069	-	$85,003,735
Tuition Revenue Estimate	$5,247,268	$3,855,450	$3,538,401	$9,455,135	$22,096,254
One-time Distribution of FY23 Tuition Revenue over Budget & Unspent DMC	$1,158,426	$411,799	$455,558	-	$2,025,783
Total State Allocation & Tuition Operating Budget	**$51,728,960**	**$25,758,649**	**$22,183,028**	**$9,455,135**	**$109,125,772**

Allocation and Tuition Expenditures

	Budget	Year-to-Date Expenditures	Percent Expended to Budget	Percent of Total Expenditures
SCC	$51,728,960	$5,024,615	10%	38%
SFCC	$25,758,649	$2,464,319	10%	19%
Central Administration	$22,183,028	$4,121,280	19%	31%
Administration (HR, CEO, CCO, CFO, CIAEAO)		*$1,339,055*		*10.1%*
IT, Facilities, Security, Provost		*$2,782,224*		*21%*
District Managed Costs	$9,455,135	$1,631,837	17%	12.3%
Total	**$109,125,772**	**$13,242,051**	**12%**	

Tuition Operating Fee Revenue

	Year End Estimate	Actual Year-to-Date	Target Year-to-Date	Over/(Short) Target YTD	Percent Over/(Short)
SCC	$12,964,497	$2,179,039	$1,738,202	$440,837	3.4%
SFCC	$9,131,756	$1,387,794	$1,167,148	$220,646	2.4%
District Total	**$22,096,253**	**$3,566,834**	**$2,905,350**	**$661,484**	**3.0%**
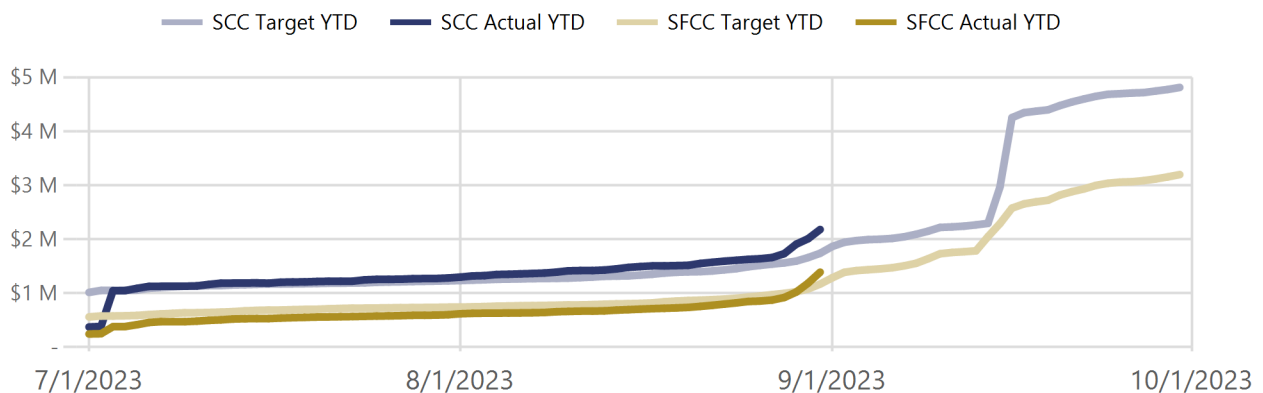
Revenue & Expenditures

7/1/2023 through 8/31/2023

Revenue	July	August	Total
Tuition and Student Fees			
Tuition	$7,068,593	$2,097,210	$9,165,803
Tuition AR	($5,189,662)	($409,307)	($5,598,969)
S&A Fee	$836,588	$346,825	$1,183,413
Student Fees	$1,217,651	$456,232	$1,673,883
Grants & Contracts			
Head Start & ECEAP	$2,920,951	$1,474	$2,922,425
Running Start	($3,348,788)	$3,514,036	$165,249
Perkins	-	$247,994	$247,994
WorkFirst	-	$175,651	$175,651
BFET	-	$154,960	$154,960
Corrections	-	$175,438	$175,438
Grant Indirect	$158,410	$172,884	$331,293
Other Grants & Contracts	($289,026)	$997,712	$708,686
Financial Aid			
PELL	$529,216	($2,524)	$526,692
Work Study	($60,688)		($60,688)
Other Federal Financial Aid	($47,267)	$28,758	($18,509)
Other State Financial Aid	$111,756	$200,059	$311,815
Direct Loan	($685,063)	($19,879)	($704,942)
Other Revenue			
State Allocation	$4,667,534	$7,506,703	$12,174,238
Capital Projects	$167,975	($74,737)	$93,238
Auxiliary	$703,051	$770,210	$1,473,261
Other Revenue	$2,689,392	$756,433	$3,445,825
Accounts Receivable	$11,965,357	$2,057,409	$14,022,766
Total Collected Revenue	**$23,415,981**	**$19,153,538**	**$42,569,519**

Revenue & Expenditures

7/1/2023 through 8/31/2023

Expenditures to Date	July	August	Total
Tuition and Student Fees			
S&A Fee	$12,781	$53,106	$65,887
Student Fees	$162,219	$479,129	$641,348
Building & Innovation Fee	$100,513	$209,483	$309,996
Grants & Contracts			
Head Start & ECEAP	$803,458	$1,238,457	$2,041,916
Running Start	-	-	-
Perkins	$36,881	$31,164	$68,045
WorkFirst	$96,627	$66,345	$162,972
BFET	$58,050	$34,363	$92,413
Corrections	$146,799	$179,921	$326,720
Other Grants & Contracts	$88,221	$61,555	$149,776
Financial Aid			
PELL	$1,369,565	$1,818	$1,371,382
Work Study	$33,229	$39,174	$72,403
Other Federal Financial Aid	$107,621	($480)	$107,141
Other State Financial Aid	$1,335,215	$31,025	$1,366,240
Direct Loan	$1,140,139	$236,360	$1,376,499
Other Expenditures			
Salary & Benefits	$5,032,727	$8,156,586	$13,189,313
Capital Projects	$3,011,258	$3,825,466	$6,836,724
Rent & Utilities	($82,820)	$435,532	$352,712
Travel	$16,910	$30,737	$47,647
Goods, Equipment, and Supplies	$59,742	$134,018	$193,760
Auxiliary	$107,666	$200,365	$308,031
Other Expenses	$1,321,718	$506,464	$1,828,182
Total Expenditures	**$14,958,518**	**$15,950,590**	**$30,909,108**
Net Activity	**$8,457,463**	**$3,202,948**	**$11,660,411**

Preliminary

State Allocation and Tuition Operating Budget Report

for Fiscal Year 2023 - 2024

Tuition revenue and GL expenditures through September 30, 2023

Community Colleges of Spokane

State Allocation #3

	SCC	SFCC	Central Admin	DMC	District Total
Total State Allocation	$45,323,266	$21,491,400	$18,189,069	-	$85,003,735
Tuition Revenue Estimate	$5,247,268	$3,855,450	$3,538,401	$9,455,135	$22,096,254
One-time Distribution of FY23 Tuition Revenue over Budget & Unspent DMC	$1,158,426	$411,799	$455,558	-	$2,025,783
Total State Allocation & Tuition Operating Budget	**$51,728,960**	**$25,758,649**	**$22,183,028**	**$9,455,135**	**$109,125,772**

Allocation and Tuition Expenditures

	Budget	Year-to-Date Expenditures	Percent Expended to Budget	Percent of Total Expenditures
SCC	$51,728,960	$7,325,850	14%	39%
SFCC	$25,758,649	$3,925,033	15%	21%
Central Administration	$22,183,028	$5,339,813	24%	29%
Administration (HR, CEO, CCO, CFO, CIAEAO)		*$1,621,402*		*8.7%*
IT, Facilities, Security, Provost		*$3,718,411*		*20%*
District Managed Costs	$9,455,135	$2,074,840	22%	11.1%
Total	**$109,125,772**	**$18,665,535**	**17%**	

Tuition Operating Fee Revenue

	Year End Estimate	Actual Year-to-Date	Target Year-to-Date	Over/(Short) Target YTD	Percent Over/(Short)
SCC	$12,964,497	$5,194,577	$4,812,720	$381,857	2.9%
SFCC	$9,131,756	$2,952,426	$3,196,955	($244,528)	-2.7%
District Total	**$22,096,253**	**$8,147,003**	**$8,009,674**	**$137,329**	**0.6%**
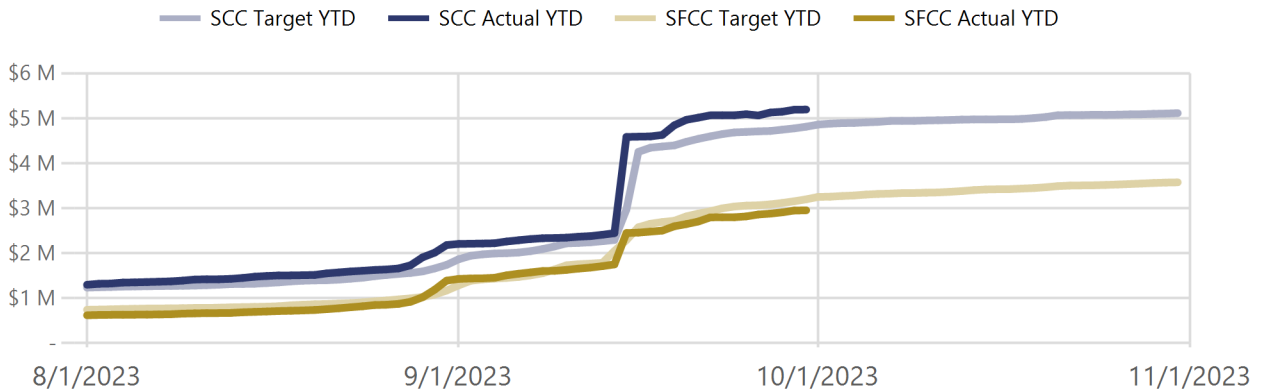
Revenue & Expenditures

7/1/2023 through 9/30/2023

Community Colleges of Spokane

Revenue	July	August	September	Total
Tuition and Student Fees				
Tuition	$7,068,593	$2,097,210	$243,240	$9,409,043
Tuition AR	($5,189,662)	($409,307)	$4,336,929	($1,262,040)
S&A Fee	$836,588	$346,825	$30,115	$1,213,528
Student Fees	$1,217,651	$456,232	($25,691)	$1,648,192
Grants & Contracts				
Head Start & ECEAP	$2,920,951	$1,474	$2,301,442	$5,223,867
Running Start	($3,348,788)	$3,514,036		$165,249
Perkins	-	$247,994	$103,306	$351,300
WorkFirst	-	$175,651	$105,869	$281,519
BFET	-	$154,960	$226,552	$381,512
Corrections	-	$175,438		$175,438
Grant Indirect	$158,410	$172,884	$2,437	$333,730
Other Grants & Contracts	($289,026)	$997,712	$538,396	$1,247,082
Financial Aid				
PELL	$529,216	($2,524)	$5,292,252	$5,818,944
Work Study	($60,688)		$86,843	$26,155
Other Federal Financial Aid	($47,267)	$28,758	$197,477	$178,968
Other State Financial Aid	$111,756	$200,059	$265,112	$576,928
Direct Loan	($685,063)	($19,879)	$5,405,720	$4,700,778
Other Revenue				
State Allocation	$4,667,534	$7,506,703	$8,016,041	$20,190,279
Capital Projects	$167,975	($74,737)	$3,645,453	$3,738,691
Auxiliary	$703,051	$770,210	$321,512	$1,794,773
Other Revenue	$2,689,392	$756,433	$272,765	$3,718,589
Accounts Receivable	$11,965,357	$2,057,409	($1,854,267)	$12,168,499
Total Collected Revenue	**$23,415,981**	**$19,153,538**	**$29,511,503**	**$72,081,023**

Revenue & Expenditures

7/1/2023 through 9/30/2023

Community Colleges of Spokane

Expenditures to Date	July	August	September	Total
Tuition and Student Fees				
S&A Fee	$12,781	$53,106	$139,014	$204,902
Student Fees	$162,219	$479,129	$366,792	$1,008,140
Building & Innovation Fee	$100,513	$209,483	$288,304	$598,300
Grants & Contracts				
Head Start & ECEAP	$803,458	$1,238,457	$1,183,039	$3,224,955
Running Start	-	-		-
Perkins	$36,881	$31,164	$42,403	$110,448
WorkFirst	$96,627	$66,345	$82,028	$245,000
BFET	$58,050	$34,363	$106,913	$199,325
Corrections	$146,799	$179,921	$89,628	$416,348
Other Grants & Contracts	$88,221	$61,555	$135,537	$285,314
Financial Aid				
PELL	$1,369,565	$1,818	$5,184,862	$6,556,245
Work Study	$33,229	$39,174	$10,642	$83,045
Other Federal Financial Aid	$107,621	($480)	$115,644	$222,785
Other State Financial Aid	$1,335,215	$31,025	$5,502,840	$6,869,080
Direct Loan	$1,140,139	$236,360	$3,571,411	$4,947,910
Other Expenditures				
Salary & Benefits	$5,032,727	$8,156,586	$4,524,798	$17,714,111
Capital Projects	$3,011,258	$3,825,466	$358,748	$7,195,471
Rent & Utilities	($82,820)	$435,532	$330,249	$682,961
Travel	$16,910	$30,737	$22,529	$70,175
Goods, Equipment, and Supplies	$59,742	$134,018	$156,208	$349,968
Auxiliary	$107,666	$200,365	$107,294	$415,325
Other Expenses	$1,321,718	$506,464	$856,831	$2,685,013
Total Expenditures	**$14,958,518**	**$15,950,590**	**$23,175,715**	**$54,084,823**
Net Activity	**$8,457,463**	**$3,202,948**	**$6,335,789**	**$17,996,200**

State Allocation and Tuition Operating Budget Report

for Fiscal Year 2022 - 2023

Tuition revenue and GL expenditures through June 30, 2023

Community Colleges of Spokane

State Allocation #15

	SCC	SFCC	Central Admin	DMC	District Total
Total State Allocation	$42,026,906	$19,506,906	$16,494,983	-	$78,028,795
Tuition Revenue Estimate	$4,534,679	$3,438,359	$3,173,465	$8,834,060	$19,980,563
Total State Allocation & Tuition Operating Budget	**$46,561,585**	**$22,945,265**	**$19,668,448**	**$8,834,060**	**$98,009,358**

Allocation and Tuition Expenditures

	Budget	Year-to-Date Expenditures	Percent Expended to Budget	Percent of Total Expenditures
SCC	$46,561,585	$46,514,187	100%	48%
SFCC	$22,945,265	$22,910,973	100%	23%
Central Administration	$19,668,448	$19,668,448	100%	20%
Administration (HR, CEO, CCO, CFO, CIAEAO)		*$6,580,576*		*6.7%*
IT, Facilities, Security, Provost		*$13,087,872*		*13%*
District Managed Costs	$8,834,060	$8,737,971	99%	8.9%
Total	**$98,009,358**	**$97,831,579**	**100%**	

Tuition Operating Fee Revenue

	Year End Estimate	Actual Year-to-Date	Target Year-to-Date	Over/(Short) Target YTD	Percent Over/(Short)
SCC	$11,749,069	$13,216,437	$11,749,069	$1,467,368	12.5%
SFCC	$8,231,494	$8,693,820	$8,231,494	$462,326	5.6%
District Total	**$19,980,563**	**$21,910,257**	**$19,980,563**	**$1,929,694**	**9.7%**
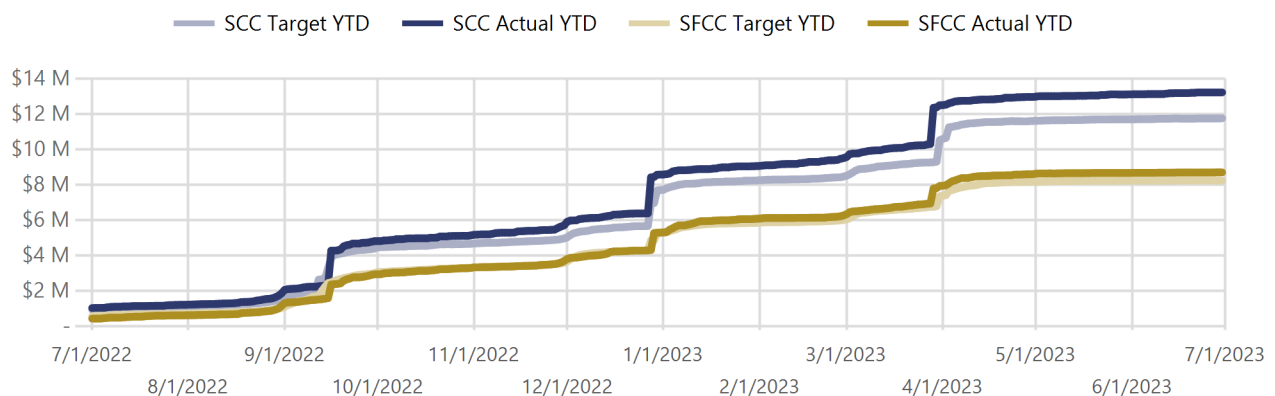
Revenue & Expenditures

7/1/2022 through 6/30/2023

Revenue	July	August	September	October	November	December	January	February	March	April	May	June	Total
Tuition and Student Fees													
Tuition	$7,210,023	$2,344,993	($565,701)	$613,886	$4,917,469	$1,124,077	$119,838	$3,204,071	$3,334,225	($130,650)	$69,148	$51,715	$22,293,095
Tuition AR	($5,398,969)	($1,170,129)	$5,310,825	$73,163	($3,963,223)	$3,364,255	$1,143,994	($2,574,644)	$1,326,098	$1,265,055	$151,767	$88,969	($382,838)
S&A Fee	$171,559	$368,649	($74,977)	$86,689	$840,157	$179,210	$8,774	$494,728	$568,972	($5,522)	$192,262	$116,816	$2,947,317
Student Fees	$303,012	$496,872	$195,664	$226,328	$1,182,616	$273,408	$46,140	$682,830	$1,008,379	$2,882	$441,006	$232,937	$5,092,073
Grants & Contracts													
Head Start & ECEAP	$2,157,693	$1,140,519	$1,279,500	$2,726,942	$1,558,361	$2,380,543	$1,848,458	$2,145,800	$1,993,483	$2,115,656	$2,213,829	$939,321	$22,500,106
Running Start			$7,316		$94	$3,519,511	($2,896)	$688			$838	$6,501,473	$10,027,024
Perkins	-	($226,558)	$32,478	$6,671	$28,782	$50,590	$115,053	-	$121,919	$226,056	$157,193	$666,406	$1,178,589
WorkFirst	-	$10,997	$59,315	$38,888	$107,449	$246,229	$60,893	$160,014	$13,557	$161,084	$134,439	$146,723	$1,139,586
BFET	-	($109,858)	$16,931	$122,872	$55,137		$53,981	$159,577		$18,614		$135,466	$452,720
Corrections	-	($69,903)	$148,865	$156,938	$149,574	$118,812	$151,057	$154,268		$138,758	$201,336	$666,029	$1,815,734
Grant Indirect	$324,988	$223,361	$203,314	$196,291	$224,952	$299,991	$297,118	$130,016	$392,302	$213,672	$244,829	$149,364	$2,900,196
Other Grants & Contracts	($387,644)	$236,677	$1,298,850	($352,360)	$664,662	$473,814	$511,350	$297,075	$436,041	$415,384	$1,177,458	$2,142,286	$6,913,593
Financial Aid													
PELL	$246	$1,109,441	$3,529	$4,801,998	($942)	$242,284	$4,812,532	$73,456		$3,654,752	$1,579	$1,740,430	$16,439,305
Work Study	-	$15,000	$4,321	$35,000		$2,800		$117,588		$50,000	$92,000	$160,994	$477,703
Other Federal Financial Aid	$1,400	$58,165	$10,751	$240,289	$4,992	$43,151	$95,509	$310,519	$1,512	($16,904)	$3,018	$579,573	$1,331,977
Other State Financial Aid	$95,604	$1,006,469	$141,742	$3,633,133	$1,976,154	$346,517	$271,272	$4,579,782	$223,335	$4,698,301	$120,448	$164,739	$17,257,497
Direct Loan	($728,587)	$1,367,666	$594	$4,051,639		$1,166,758	$4,436,858	$548,420	$15,147	$3,309,817		$3,978,418	$18,146,729
Other Revenue													
State Allocation	$5,834,749	$5,602,182	$5,702,230	$6,507,917	$6,499,909	$6,697,505	$6,271,027	$6,600,709	$6,533,178	$6,660,309	$6,653,272	$8,215,575	$77,778,562
Capital Projects	($236,886)	$236,886		$11,234,611	-	$538,398	$8,374,958	-		$6,731,424	$1,514,736	$4,424,951	$32,819,079
Auxiliary	$737,470	$531,321	$282,327	$927,277	$461,091	$524,563	$653,021	$263,520	$185,472	$447,315	$622,082	$166,715	$5,802,173
Other Revenue	$3,700,652	$682,699	($138,149)	($10,887,457)	$1,472,875	$378,906	$360,922	$985,500	$1,060,099	$522,656	$1,952,011	$214,644	$305,356
Accounts Receivable	$16,533,197	$1,378,887	$1,914,496	$1,604,421	($3,640,031)	($538,722)	($6,222,668)	$5,842,377	$4,216,467	($1,812,499)	$1,655,045	($19,168,112)	$1,762,859
Total Collected Revenue	$30,318,506	$15,234,336	$15,834,221	$26,045,134	$12,540,077	$21,432,600	$23,407,192	$24,176,294	$21,430,185	$28,666,163	$17,598,298	$12,315,430	$248,998,436

Revenue & Expenditures

7/1/2022 through 6/30/2023

Community Colleges of Spokane

Expenditures to Date	July	August	September	October	November	December	January	February	March	April	May	June	Total
Tuition and Student Fees													
S&A Fee	$15,067	$93,422	$99,954	$123,792	$196,617	$139,239	$153,521	$139,296	$167,609	$178,934	$204,506	$286,515	$1,798,472
Student Fees	$149,742	$258,729	$309,732	$546,212	$680,547	$301,025	$291,558	$511,404	$452,806	$342,808	$329,410	$1,670,972	$5,844,946
Building & Innovation Fee	-	$161,175	$195,839			$837,034	$128,446	$744,585	$187,428	$64,740	$779,714	$184,376	$37,751	$3,321,089
Grants & Contracts													
Head Start & ECEAP	$1,067,789	$1,087,736	$1,461,454	$2,229,960	$1,985,878	$1,897,312	$2,005,282	$1,798,644	$2,334,658	$2,072,859	$1,899,167	$3,148,671	$22,989,409
Running Start	$1,815,570	$1,066,169	$151,957	$125,281	$2,956	($96,551)	$1,283,537	$28,613	$1,969,850	$19,476	$68,604	($104,862)	$6,330,600
Perkins	$16,597	$32,478	$36,719	$55,099	$59,670	$58,167	$113,137	$79,127	$152,003	$157,193	$116,994	$549,399	$1,426,583
WorkFirst	$89,874	$59,315	$146,336	$96,643	$68,628	$139,232	$160,098	$74,713	$102,462	$134,998	$66,774	$79,535	$1,218,609
BFET	$55,323	$16,180	$110,377	$43,755	$25,698	$21,348	$96,402	$18,447	$93,139	$80,493	$15,140	$27,388	$603,688
Corrections	$139,763	$147,674	$156,938	$149,574	$118,812	$151,057	$154,268	$138,758	$201,336	$206,525	$213,511	$187,301	$1,965,518
Other Grants & Contracts	($16,121)	$160,844	$161,713	$31,747	$286,265	$78,499	$466,992	$280,387	$501,923	$598,392	$760,017	$468,333	$3,778,992
Financial Aid													
PELL	$1,115,368	$1,414	$4,615,021	$357,109	$58,532	($1,684)	$4,960,897	$22,732	$3,918,398	$875,938	$24,301	($8,362)	$15,939,665
Work Study	$55,612	$17,274	$21,426	$56,033	$49,294	$36,447	$59,340	$71,420	$78,914	$84,534	$95,635	$43,561	$669,490
Other Federal Financial Aid	$58,090	$2,132	$408,070	$4,775	$43,768	$547	$229,464	$103,644	$190,954	$38,355	$28,078	$145,799	$1,253,677
Other State Financial Aid	$1,123,290	$33,014	$4,765,334	$687,173	$138,295	$240,793	$4,989,098	$397,138	$3,853,226	$1,890,946	($67,251)	$98,125	$18,149,181
Direct Loan	$933,326	$157,965	$3,380,861	$1,082,887	$318,306	($211,410)	$4,847,822	$453,168	$3,540,202	$830,422	$1,117,143	$367,853	$16,818,545
Other Expenditures													
Salary & Benefits	$4,842,215	$7,161,331	$7,799,903	$8,529,677	$8,546,092	$8,576,879	$8,370,112	$8,595,674	$8,871,993	$8,760,414	$8,875,547	$12,153,659	$101,083,495
Capital Projects	($139,975)	$3,673,086	$2,635,036	$1,265,994	$3,665,134	$2,397,459	$2,277,617	$878,360	$1,069,075	$1,504,893	$2,653,540	$2,200,839	$24,081,057
Rent & Utilities	$121,199	$360,273	$317,343	$229,068	$760,662	$397,166	$587,706	$905,982	$366,541	$310,958	$700,753	($651,038)	$4,406,611
Travel	$15,716	$17,065	$14,995	$29,083	$38,157	$18,208	$30,024	$25,646	$45,228	$50,111	$36,951	$21,447	$342,631
Goods, Equipment, and Supplies	$35,089	$73,644	$107,633	$149,582	$109,308	$96,269	$111,893	$157,534	$229,861	$147,437	$513,732	$70,903	$1,802,885
Auxiliary	$41,728	$192,042	$188,737	$111,135	$249,681	$281,332	$599	$334,542	$126,647	$132,371	$328,658	$150,851	$2,138,324
Other Expenses	($1,802,824)	$322,063	$483,580	$508,546	$253,463	$601,585	$16,087	$1,160,566	($1,180,733)	$1,295,852	$829,019	$6,065,662	$8,552,867
Total Expenditures	$9,732,437	$15,095,027	$27,568,957	$16,413,125	$18,492,796	$15,251,366	$31,950,040	$16,363,223	$27,150,832	$20,493,624	$18,994,606	$27,010,302	$244,516,336
Net Activity	$20,586,069	$139,309	($11,734,737)	$9,632,009	($5,952,719)	$6,181,234	($8,542,848)	$7,813,072	($5,720,646)	$8,172,539	($1,396,309)	($14,694,873)	$4,482,100

TAB 2-D

CONSENT AGENDA ITEMS: HEAD START UPDATES

Submitted by: Bobbi Woodral
District Director Head Start/EHS/ECEAP
October 17, 2023

STATUS REPORT HEAD START/ECEAP/EHS
OCTOBER 2023

ENROLLMENT

During the month of September, the Head Start/Early Head Start (HS/EHS) program began the new academic calendar to serve children and families within our community. With varied models of service delivery and start dates, enrollment numbers are typically skewed during this reporting period. School day and full-year programs began on September 1, in alignment with Spokane Public Schools. Our part-day programs began on September 11, and our campus programs opened on September 20, in sync with SCC and SFCC schedules. All program options have 30 calendar days, according to HS performance standards, to work toward full enrollment. We anticipate consistent increases toward those standards in the month of October.

September 2023

Head Start/Early Head Start
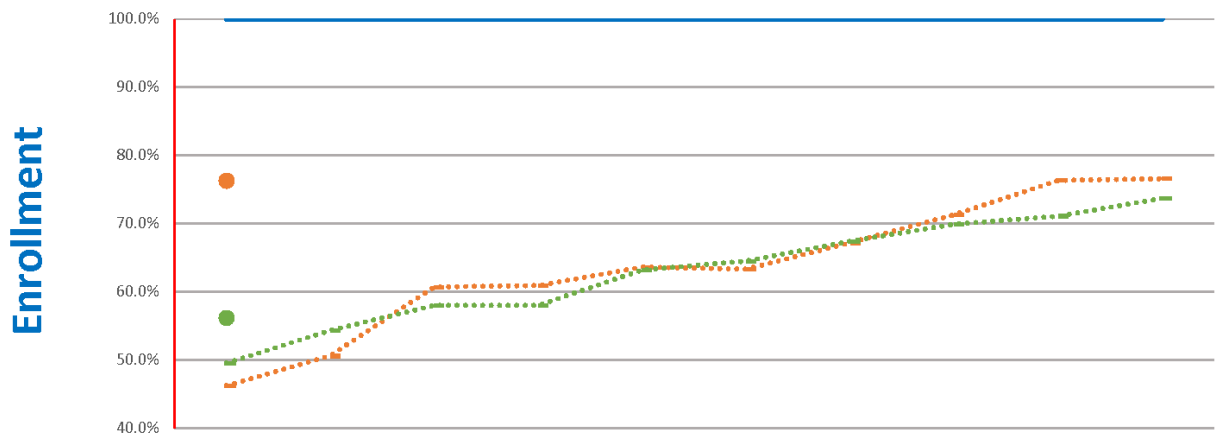
		SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
2023/24	EHS	76.3%									
	HS	56.2%									
2022/23	EHS	46.2%	50.6%	60.7%	60.9%	63.6%	63.3%	67.2%	71.3%	76.3%	76.6%
	HS	49.5%	54.3%	58.0%	58.0%	63.2%	64.5%	67.4%	69.9%	71.1%	73.7%

STATUS OF OPERATIONS

Full enrollment and status of program operations remain impacted by ongoing staffing challenges and/or lack of waitlists for child enrollment. Although HS/EHS has seen some increases in the number of applications received and candidates hired, we have continued to carry approximately 30 staff vacancies program wide. Additionally, we continue to offer part-day am/pm services (3.5 hours each) in several of our preschool classrooms. Data reflects that this part-day model is antiquated and no longer meets the needs of our community, families, or students. Our HS/EHS leadership team is evaluating a proposal to shift our part-day offering to school-day (6 hour) offerings to create a competitive advantage within our community, meet the trending needs of families, and, most importantly, enhance our ability to meet full-enrollment expectations put forth by the Office of Head Start.

Below is a graphic demonstrating all sites, service models, and the number of preschool, toddler, and infant classrooms currently open and operating and those closed due to staff shortages or reduced waitlists.

Part-Day

	Open/Closed	HS/EHS Centers
Classrooms	9 Open	NECC, SCC, WCCC
	4 Closed	NECC, WCCC
	13 Total	

School-Day

	Open/Closed	HS/EHS Centers
Classrooms	13 Open	AEC, LLC, NECC
	0 Closed	
	13 Total	
Options		1 Infant Classroom
		4 Toddler Classrooms
		8 Preschool Classrooms

Working-Day

	Open/Closed	HS/EHS Centers
Classrooms	28 Open	GFH, MLKCC, NCDC, SCC, SFCC, SHCB, WCCC
	12 Closed	GFH, MLKCC, NCDC, SCC, SFCC, WBC
	40 Total	
Options		7 – Infant Classrooms
		17 – Toddler Classrooms
		16 – Preschool Classrooms

DEVELOPMENTAL DISABILITIES SERVICES SERVICE AGREEMENT

On September 13, 2023, a new agreement was created to continue the partnership between CCS Early Head Start and Spokane County Community Services Department. This annually updated agreement provides $42,702 to provide early intervention services to enrolled children ages birth to three with diagnosed disabilities.

Child Development services are provided to children birth to three years old who are eligible for services through DSHS, Region 1, Developmental Disabilities Administration (DDA). Services typically consist of family education and support, early intervention therapies such as physical therapy (PT), occupational therapy (OT), speech-language pathology (SLP), and/or specialized instruction.

- Services are based on an Individual Family Services Plan (IFSP) whereby families identify their concerns and priorities, based on their child's strengths and needs.

- Services are provided in natural environments to the maximum extent appropriate to the needs of the child, including the home, neighborhood, or community setting in which infants and toddlers without disabilities participate.

- Services are available to assist the child and family to transition, at age three, from early intervention services into the public school system or other appropriate services in the community.

WORKING CONNECTION CHILD CARE (WCCC) EXPANDED ELIGIBILITY

The 2023 Legislature passed two bills, Senate Bill (SB) 5225 and House Bill (HB) 1525, significantly expanding eligibility for subsidized childcare. HB 1525, with an implementation date of July 1, and SB 5225, with an implementation date of October 1, posed operational and technical challenges, delaying implementation. Work began in July with the Department of Social and Health Services to implement the changes, effective Feb. 1, 2024.

Expanded eligibility includes:

- Families who are in their first 12 months of their state-registered apprenticeship may be eligible up to 75% State Median Income (SMI), which is currently $7,018 per month for a family of four.

- Families participating in specialty or therapeutic courts and referred in court proceedings are categorically eligible; this means they are eligible regardless of income or approved activities.

- Children who reside in Washington state regardless of citizenship status who are otherwise eligible; and

- Parents and caregivers who are working at licensed or certified childcare centers and homes and have **confirmed or verified employment** recorded in the state Managed Education and Registry Information Tool (MERIT) may be eligible up to 85% State Median Income (SMI) with no copayment. Currently, 85% SMI is $7,954 per month for a family of four.

Bullet 4 is of particular interest and could potentially support HS/EHS employees in obtaining childcare subsidies from the WCCC system. This opportunity will be included in our recruitment strategy as we continue to market the many benefits of working for CCS HS/EHS.

HS/EHS OUTCOMES

The Head Start Performance Standards require continuous evaluation of student development and learning. The assessment tool, Teaching Strategies Gold, is employed quarterly to evaluate and summarize children's development. This assessment method involves utilizing individualized observation data gathered throughout these quarterly periods. This data allows for comparisons to be made over time, not just for individual children, but also across classrooms, sites, and the entire program.

Program staff actively use this data to shape instruction, customize learning experiences for each child, and foster collaboration with families. This approach strengthens the connection between school and home learning, ensuring a comprehensive and cohesive educational experience for the children involved.

The attached graphs represent 2022-2023, Fall, Winter and Spring outcomes for children across different age groups– birth to 3-years-old, preschool 3-5 years-old, and preschool children entering Kindergarten in Fall 2023. The data reveals insights into the developmental progress of children in social-emotional, physical, language, cognitive, literacy, and mathematics domains.

The first graph, birth to 3-years-old, shows consistently high outcomes in all developmental areas across all periods. The slight declines reflect newly enrolled children and children transitioning with their chronological age to the widely held expectations associated with their increased age.

Fall 2022 - Spring 2023 Education Outcomes
CCS Early Head Start, Birth to 3 -years-old.
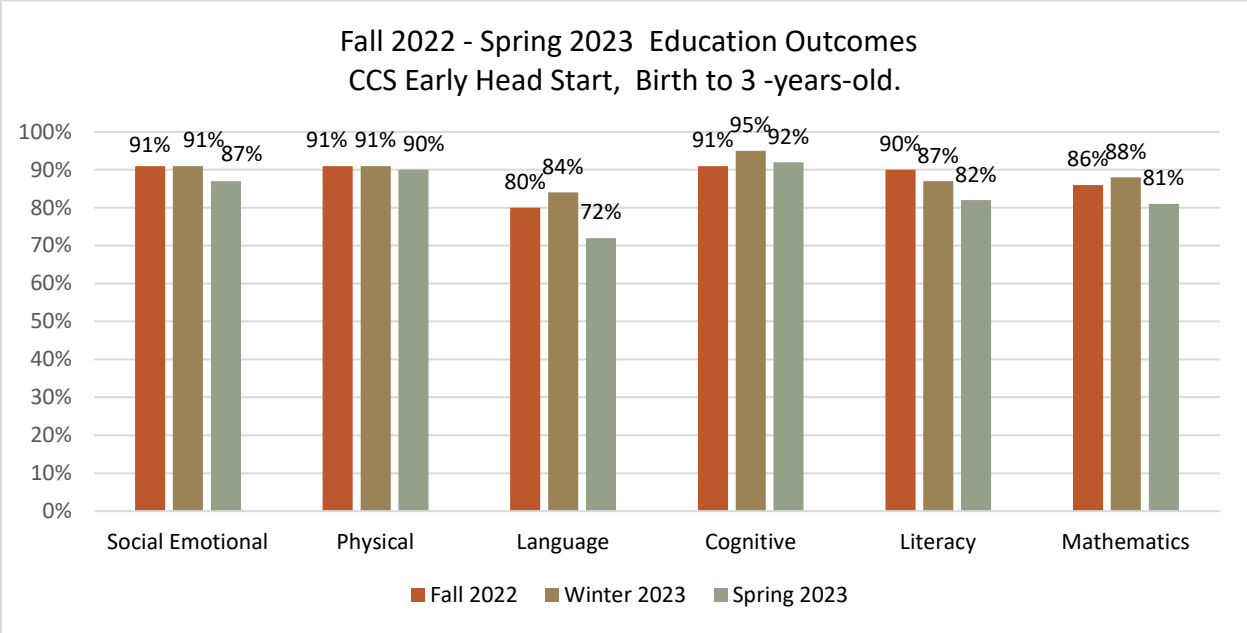
The following graphs represent all preschool age children aged three to five and preschool children entering kindergarten in fall of 2023. Both groups show significant increases across all developmental areas in meeting widely held expectations. Following COVID restrictions, program emphasis was placed on building foundational social emotional skills to support school readiness. Conscious Discipline curriculum was utilized to enhance skills of staff and strategies were used program wide to support social emotional learning and well-being of children and families, it should be noted we believe significant improvements in Social Emotional outcomes can be linked to increased implementation of the Conscious Discipline strategies, structures, and tools. Additionally, a focus on implementation of the Creative Curriculum to Fidelity has supported effective teaching methods and learning opportunities tailored to enhance children's problem solving and critical thinking skills. All of which are imperative in ensuring school readiness.

Fall 2022 - Spring 2023 Education Outcomes
CCS Head Start, Preschool 3- 5 years-old

Fall 2022 - Spring 2023 Education Outcomes
CCS Head Start, Preschool Children Entering Kindergarten in Fall 2023

Domain	Fall 2022	Winter 2023	Spring 2023
Social Emotional	47%	62%	66%
Physical	72%	78%	86%
Language	54%	70%	76%
Cognitive	44%	69%	74%
Literacy	37%	61%	75%
Mathematics	27%	52%	67%
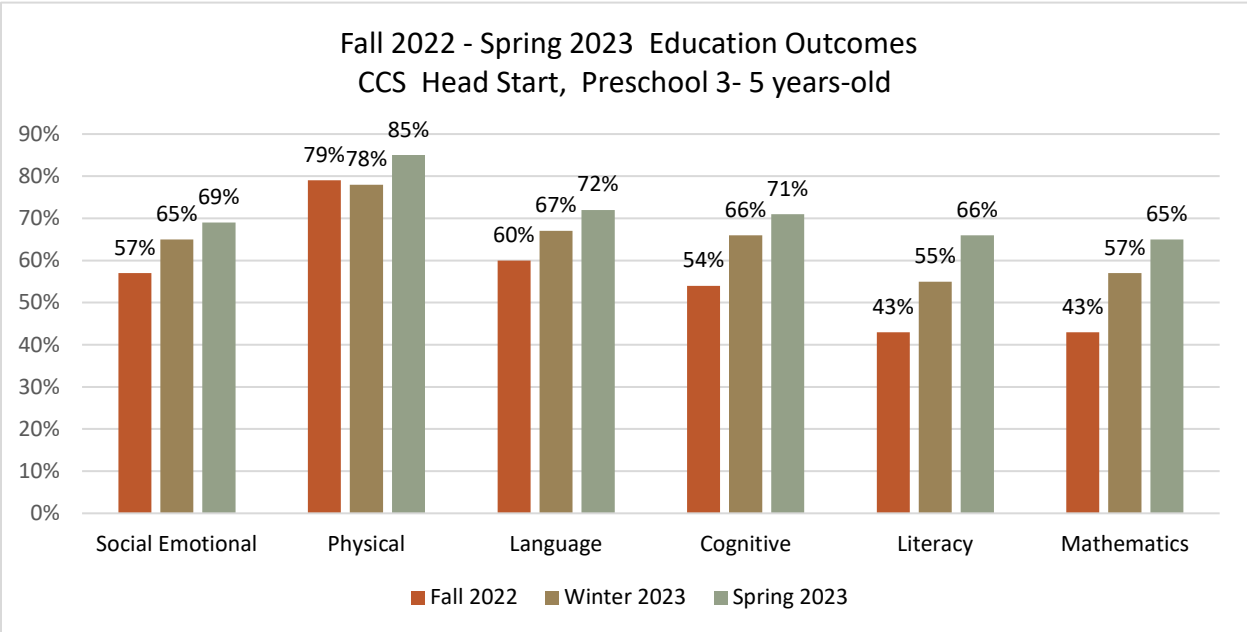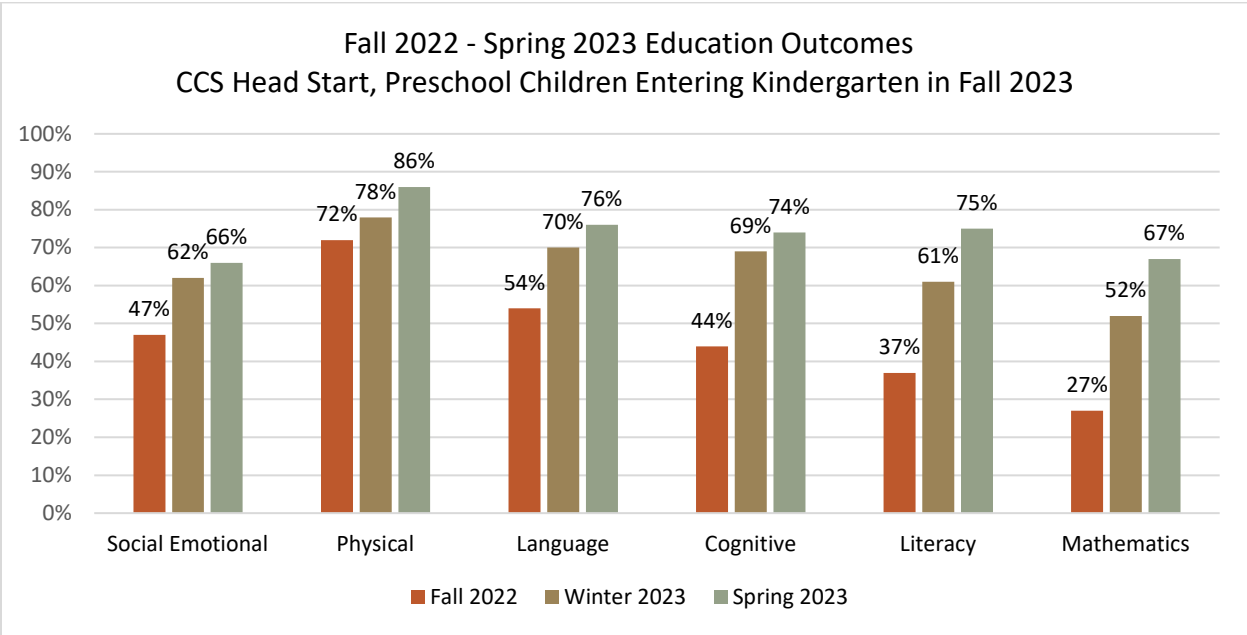
The Community Colleges of Spokane Head Start/Early Head Start program's outcomes analysis for Fall 2022 to Spring 2023 highlights growth in developmental domains across different age groups. While there are areas which reflect need for ongoing support and intentional instruction, the data overall demonstrates the program's efficacy in fostering social-emotional, physical, language, cognitive, literacy, and mathematics skills among participating children. Continuous monitoring, tailored interventions, individualized instruction, parent education, and staff professional development will further enhance the program's impact, ensuring that children are well-prepared for their educational journeys in Head Start and beyond.

ECEAP UPDATE

Enrollment

ECEAP's enrollment has been increasing steadily since the beginning of the program year, the program is currently 63% enrolled. Early ECEAP has continued to maintain 91% average enrollment. Full enrollment is an expectation within ECEAP standards and programming. We are continuing to encourage parents to share about the program to support enrollment efforts program wide and continuing to require site specific recruitment plans to increase enrollment at each of our locations.

Program Updates

ECEAP was awarded an additional $55,000 to purchase supplemental curriculum kits to enhance learning outcomes in the areas of math, language and literacy, and Spanish as a second language. These curriculum kits are in the process of being purchased. The ECEAP team will train all ECEAP subcontracted staff to use this supplemental curriculum in classrooms to support children's learning.

Recall from the April 2022 report, ECEAP completed a Self-Assessment process. The results from this process highlighted areas of strength while also targeting areas where strategic planning and improvements are required. The ECEAP team used the data collected to celebrate increased outcomes in children's learning and parent participation in program activities. An area of focus and continued work is to build streamlined systems that promote continuity of communication and expectations, regarding the ECEAP Contract, between the ECEAP Administration office and subcontracted locations.

Prepared by: Bobbi Woodral, District Director

HEAD START/EARLY HEAD START FY 2022-23
BUDGET REPORT AUGUST 2023

AUGUST 31,2023

	HEAD START 4SA6 - Grant Period 9/01/2022 Thru 8/31/2023						EARLY HEAD START 4SC6 - Grant Period 9/01/2022 Thru 8/31/2023					
	Current Budget *(Includes YTD Revisions)*	YTD Revisions	Spent or Spending	Unspent Balance	Percent Spent	Time Elapsed	Current Budget *(Includes YTD Revisions)*	YTD Revisions	Spent or Spending	Unspent Balance	Percent Spent	Time Elapsed
FEDERAL FUNDING												
Personnel	3,402,618	(375,656)	3,238,036	164,582	95%	100%	3,418,037	(625,504)	3,267,374	150,663	96%	100%
Fringe Benefits	1,658,650	(228,895)	1,587,783	70,867	96%	100%	1,650,327	(336,539)	1,574,578	75,749	95%	100%
Travel				0	0%	100%				0	0%	100%
Equipment	119,522	116,033	119,522	0	0%	100%	37,911	29,180	37,911	0	0%	100%
Supplies	240,990	71,220	241,139	(149)	100%	100%	230,679	9,299	213,380	17,299	93%	100%
Contractual				0	0%	100%				0	0%	100%
Facilities/Construction				0	0%	100%				0	0%	100%
Other	776,324	(48,616)	701,983	74,341	90%	100%	489,073	(59,812)	435,361	53,712	89%	100%
Indirect	566,018		516,493	49,525	91%	100%	584,774		481,416	103,358	82%	100%
Unobligated/To Be Reassigned	465,914	465,914		465,914	0%	100%	983,376	983,376		983,376	0%	100%
FEDERAL FUNDING TOTAL	**$7,230,036**	**$0**	**$6,404,955**	**$825,081**	**89%**	**100%**	**$7,394,177**	**$0**	**$6,010,021**	**$1,384,156**	**81%**	**100%**
OTHER FUNDING												
SCC/SFCC Student Gov't Funds	73,640		73,640	(0)	100%	100%	62,361		62,361	0	100%	100%
Child Care Fees	1,209,541	(298,613)	1,209,541	0	100%	100%	1,390,834	(471,571)	1,390,834	0	100%	100%
OTHER FUNDING TOTAL	**$1,283,181**	**($298,613)**	**$1,283,181**	**$0**	**100%**	**100%**	**$1,453,195**	**($471,571)**	**$1,453,195**	**$0**	**100%**	**100%**
TOTAL FUNDING	**$8,513,217**	**($298,613)**	**$7,688,136**	**$825,081**	**90%**	**100%**	**$8,847,372**	**($471,571)**	**$7,463,216**	**$1,384,156**	**84%**	**100%**
Training & Tech Assistance Funds	**$76,563**		**$86,406**	**($9,843)**	**113%**	**100%**	**$145,055**		**$114,446**	**$30,609**	**79%**	**100%**
Non-Federal Share Match HS/EHS	**$3,556,694**		**$2,861,412**	**$695,282**	**80%**	**100%**	**Head Start and Early Head Start Non-Federal Share is Combined**					

Initials

This document has been prepared on the basis of information available to the program's Fiscal Office through: **AUGUST 31, 2023**

Policy Council Treasurer _____

NOTE: Both a report listing credit card expenditures and a report with greater budget detail are regularly provided to the
    HS/EHS Board of Trustees liaison and the Policy Council Treasurer. These reports are also available upon request.

CCS HS/EHS Board Liason _____

HEAD START/EARLY HEAD START FY 2024
BUDGET REPORT SEPTEMBER 2024

September 30, 2023

	HEAD START 4SA6 - Grant Period 9/01/2023 Thru 8/31/2024						EARLY HEAD START 4SC6 - Grant Period 9/01/2023 Thru 8/31/2024					
	Current Budget (Includes YTD Revisions)	YTD Revisions	Spent or Spending	Unspent Balance	Percent Spent	Time Elapsed	Current Budget (Includes YTD Revisions)	YTD Revisions	Spent or Spending	Unspent Balance	Percent Spent	Time Elapsed
FEDERAL FUNDING												
Personnel	4,150,948			4,150,948	0%	8%	4,390,875			4,390,875	0%	8%
Fringe Benefits	2,048,713			2,048,713	0%	8%	2,108,781			2,108,781	0%	8%
Travel				0	0%	8%				0	0%	8%
Equipment				0	0%	8%				0	0%	8%
Supplies	101,030			101,030	0%	8%	122,826			122,826	0%	8%
Contractual				0	0%	8%				0	0%	8%
Facilitilies/Construction				0	0%	8%				0	0%	8%
Other	727,681			727,681	0%	8%	628,888			628,888	0%	8%
Indirect	612,305			612,305	0%	8%	610,167			610,167	0%	8%
Unobligated/To Be Reassigned	0	0		0	0%	8%	0	0		0	0%	8%
FEDERAL FUNDING TOTAL	**$7,640,677**	**$0**	**$0**	**7,640,677**	**0%**	**8%**	**$7,861,537**	**$0**	**$0**	**7,861,537**	**0%**	**8%**
OTHER FUNDING												
SCC/SFCC Student Gov't Funds	66,381		0	66,381	0%	8%	60,323		0	60,323	0%	8%
Child Care Fees	1,864,036		0	1,864,036	0%	8%	2,148,318		0	2,148,318	0%	8%
OTHER FUNDING TOTAL	**$0**	**$0**	**$0**	**0**	**0%**	**8%**	**$0**	**$0**	**$0**	**0**	**0%**	**8%**
TOTAL FUNDING	**$7,640,677**	**$0**	**$0**	**7,640,677**	**0%**	**8%**	**$7,861,537**	**$0**	**$0**	**7,861,537**	**0%**	**8%**
Training & Tech Assistance Funds	**$76,563**			**76,563**	**0%**	**8%**	**$145,055**			**145,055**	**0%**	**0%**
Non-Federal Share Match HS/EHS	**$3,930,958**			**3,930,958**	**0%**	**8%**	****Head Start and Early Head Start Non-Federal Share is Combined****					

Initials

This document has been prepared on the basis of information available to the program's Fiscal Office through: **September 01, 2023**

Policy Council Treasurer _____

NOTE: Both a report listing credit card expenditures and a report with greater budget detail are regularly provided to the
HS/EHS Board of Trustees liaison and the Policy Council Treasurer. These reports are also available upon request.

CCS HS/EHS Board Liason _____

USDA CACFP Meal Service Report - June 2023

Number of Reimbursable Meals		Actual HS/EHS Reimbursement
5,581	Breakfast	$12,334.01
0	AM Snacks	$0.00
7,113	Lunch	$28,665.39
5,503	PM Snacks	$6,493.54
0	Supper	$0.00
0	Evening Snacks	$0.00
18,197	**Total**	**$47,492.940**

Total Attendance	7,370
Average Number of school days	16.59
Average daily attendance	480.72

Cash-In-Lieu	Total
$2,133.90	**$49,626.84**

Monthly Food Operating costs	$68,902.90

June Farm to School Grant reimbursement   **$3,546.53**

USDA CACFP Meal Service Report - July 2023

Number of Reimbursable Meals		Actual HS/EHS Reimbursement
3,146	Breakfast	$7,172.88
0	AM Snacks	$0.00
4,051	Lunch	$17,216.75
3,407	PM Snacks	$3,986.16
0	Supper	$0.00
0	Evening Snacks	$0.00
10,604	**Total**	**$28,375.790**

Total Attendance	4,198
Average Number of school days	19.00
Average daily attendance	220.95

Cash-In-Lieu	Total
$1,195.07	**$29,570.86**

Monthly Food Operating costs	$55,812.26

USDA CACFP Meal Service Report - August 2023

Number of Reimbursable Meals		Actual HS/EHS Reimbursement
3,031	Breakfast	$6,910.68
0	AM Snacks	$0.00
3,830	Lunch	$16,277.50
3,240	PM Snacks	$3,790.80
0	Supper	$0.00
0	Evening Snacks	$0.00
10,101	**Total**	**$26,978.980**

Total Attendance	3,931
Average Number of school days	18.00
Average daily attendance	218.38

Cash-In-Lieu	Total
$129.88	**$27,108.86**

Monthly Food Operating costs	$62,952.63

TAB 2-E

CONSENT AGENDA ITEMS: ADMIN PROCEDURE

Submitted by: Nichole Hanna
              Amy McCoy
              October 17, 2023

CCS Administrative Procedure
2.30.05-AB Dangerous Waste Management

Implementing Board Policy 2.30.05
Contact: Environmental Health & Safety, 533-8686

1.0   Purpose

Community Colleges of Spokane is committed to the health and safety of its faculty and staff by maintaining a safe and efficient workplace that complies with all local, state and federal safety and health regulations, programmatic standards and with any special safety concerns identified at the unit level. The purpose of this plan is to protect the health and safety of employees, students and the environment while complying with applicable state and federal regulations. This plan provides information on requirements for the management of dangerous/hazardous wastes. The proper management of dangerous/hazardous wastes is necessary to reduce disposal costs and to ensure good stewardship of the environment and CCS facilities.

2.0   Definitions

2.1   Central Hazardous Waste Storage Area (CHWSA): a central location to accumulate and store hazardous waste from the generator sites

2.2   Container: is any portable device in which a material is stored, transported, treated, disposed of or otherwise handled.

2.3   Dangerous Waste: has the same definition as the EPA term "hazardous waste" but with additional Washington state-only waste codes.

2.4   Dangerous Waste Generator: any person, by site, whose act or process produces dangerous waste.

2.5   Hazardous Waste: is the term used by the United States Environmental Protection Agency (EPA) to identify solid waste with properties that could pose dangers to human health and the environment. This could be a solid, liquid, gas or sludge.

2.6   Hazardous Waste Generator: any person, by site, whose act or process produces hazardous waste

2.7   Hazardous Waste Minimization: means reducing the amount of hazardous waste that is generated, treated, stored or disposed.

2.8   Operator: the person responsible for the overall operation of a site that generates hazardous waste.

2.9   Satellite Accumulation Area (SAA): is a location at or near any point of generation where dangerous waste is initially accumulated in containers during routine operations.

2.10   Safety Data Sheet (SDS): is a standardized document containing information related to a toxic or hazardous material (formerly known as Material Safety Data Sheet or MSDS).

2.11   Solid Waste: is any material that you no longer use which you throw away, recycle or store temporarily until you have accumulated enough to recycle or economically dispose of it. This could be a solid, liquid, gas or sludge.

2.12   Universal Waste: is a category of hazardous waste that allows all businesses to handle several common types of hazardous wastes under simplified rules. Used batteries, lamps, and mercury-containing equipment (e.g., mercury-containing thermometers and mercury-containing thermostats) are the most common universal wastes.

3.0   Satellite Hazardous Waste Accumulation Area (SAA)

3.1   Each laboratory/program/department may store their generated hazardous wastes under specific conditions in one designated area under their control, called the "Hazardous Waste Satellite Accumulation Area."

3.2   Satellite Accumulation Areas must meet the following requirements:

3.2.1   A generator may accumulate as much as 55 gallons of dangerous waste in total or one quart of [acutely hazardous waste](#) in containers at or near any point of generation.

3.2.2   The satellite area must be under the control of the process operator and located in the same area that generates the waste; or the area must always be secured.

3.2.3   The generator must be able to prevent improper wastes from being added to the satellite container.

3.2.4   When 55 gallons of dangerous waste or one quart of acutely hazardous waste accumulates in a container, the container(s) **must be marked immediately with the accumulation start date**. The waste must be moved from the site within three calendar days to the Central Hazardous Waste Storage Area (CHWSA).

3.2.5   Volume Threshold Limit

   3.2.5.1 Each satellite accumulation area is limited by volume, up to either 55 gallons of a dangerous waste or one quart of acutely hazardous waste.

3.2.6   A generator is not limited to the number of containers allowed in a satellite accumulation area to collect waste. The important point is that each area does not exceed the 55-gallon volume threshold limit mentioned in 3.2.5.1.

3.2.7   Accumulation Start Date

   3.2.7.1 Once the volume threshold limit has been reached in a satellite accumulation area, the container(s) must be marked immediately using that date as the accumulation start date.

3.2.8   A container selected to store a hazardous waste must be compatible with the waste material, have no damage or signs of deterioration or leaking, be clean inside and out and have a tight-fitting cap.

3.2.9   Waste container caps must be kept closed at all times except when adding or removing waste.

3.2.10 Waste containers must be labeled before storing waste in the container.

3.2.11 Different wastes must not be mixed in the same container unless directed by the EH&S Office.

3.2.12 Containers with incompatible wastes must not be stored close together.

3.2.13 Hazardous waste must be stored away from floor drains, storm drains and sinks and/or in secondary containment.

4.0   Central Hazardous Waste Storage Area (CHWSA)

4.1   Hazardous wastes awaiting vendor disposal are to be stored in the Central Hazardous Waste Storage Area (CHWSA). The area must remain locked when not in use. Wastes need to be stored by hazard classification(s) and properly segregated.

4.2   Waste storage time for the CHWSA may vary depending on the quantity of waste generated and stored. Waste storage periods allowed by Washington State for a given year will fall into the category of 90 days, 180 days or a longer time period under some circumstances. Contact the EH&S Office for clarification of storage periods at CCS.

4.3   The CHWSA must be labeled with the words "Hazardous Waste Storage Area" and "Authorized Personnel Only" or something similar. The NFPA diamond label on the outside of the CHWSA reflects the hazard(s) of the wastes stored within the area. Emergency contacts and phone numbers must be posted inside the area.

4.4   Employees will not move or transport any chemical(s) designated as dangerous or hazardous waste from one CHWSA location to another (i.e., SCC, SFCC or Felts Field).

4.5   The CHWSA is under the supervision of the EH&S Office.

4.6 The EH&S Office must maintain a weekly inspection schedule for the CHWSA using the Weekly Inspection Checklist for Central Accumulation Areas form found on the Washington State Department of Ecology website.

4.7 The EH&S Office must retain inspection sheets for at least 5 years.

5.0 Hazardous Waste Designation

5.1 Designation is the process of determining if waste is dangerous and what the hazards are. It is the first step in managing waste properly.

5.2 Please contact the EH&S Office for help with hazardous waste designation.

6.0 Hazardous Waste Pick-Up Request

6.1 To request hazardous waste pick-up from a SAA, , supervisors or a designated employee must complete the online Hazardous Waste Pick Up Request form. This form should also be used to request pick-up for universal wastes (e.g., used batteries, used lamps, etc.) and medical wastes.

6.2 For hazardous waste, the Safety Data Sheet (SDS) must be submitted along with the online Hazardous Waste Pick Up Request form.

6.3 The container must have proper labeling as described in sections 3 and 7 of this procedure.

6.4 The hazardous waste will be placed in the CHWSA at the campus where it was generated.

6.5 The EH&S Office will monitor the hazardous waste until arrangements are made for it to be disposed of in accordance with state and federal requirements.

7.0 Hazardous Waste Labeling

7.1 The container must be properly labeled just prior to placing waste into the container.

7.2 Hazardous waste labels for containers can be obtained from the EH&S Office.

7.3 The following information must be affixed to the waste container:

7.3.1 The building and room number it came from and name of the contact person;

7.3.2 A list of contents;

7.3.3 The appropriate hazard(s) (e.g., flammable, corrosive, toxic, reactive, etc.); and

7.3.4 The words "Hazardous Waste" or "Dangerous Waste."

7.4 Universal waste (e.g., used lamps and batteries), used oil and spent antifreeze have different labeling requirements. Please contact the EH&S Office for more details.

8.0 Hazardous Waste Minimization

8.1 Washington State Department of Ecology's Hazardous Waste and Toxics Reduction program enforces Washington's toxics laws, including the Dangerous Waste regulations that many businesses must comply with. Waste minimization can include any source reduction or recycling activity undertaken by the waste generator that results in:

8.1.1 The reduction of total volume or quantity of hazardous waste generated; and/or

8.1.2 The reduction of toxicity of the hazardous waste generated.

8.2 Every effort must be made by CCS departments to eliminate or minimize the volume of hazardous waste that is generated at their site. Departments must implement the following practices to eliminate or reduce waste.

8.2.1 Order only what is needed.

8.2.2   Do not save chemicals or materials that the department does not plan to use in the future.

8.2.3   Substitute hazardous chemicals with less or non-hazardous options.

8.2.4   Do not accept donated hazardous chemicals unless the department has a definite intention to use the chemicals.

9.0   Universal Waste

9.1   Universal wastes are wastes that contain hazardous chemicals that can be managed differently than hazardous wastes.

9.2   In Washington State, five categories of waste can be managed as universal waste:

9.1.1   Batteries

9.1.2   Lights, lamps, light bulbs, and light tubes

9.1.3   Mercury-containing thermometers

9.1.4   Mercury-containing thermostats

9.1.5   Mercury-containing switches and relays

9.3   Universal waste containers must be clearly labeled with the following:

9.2.1   The words "universal waste," "universal waste lamps/batteries" or "used lamps/batteries."

9.2.2   The accumulation start date.

9.4   Universal waste can only be accumulated for one year from the accumulation start date.

9.5   If the item breaks or the hazardous chemicals are in some way released into the environment, it must be treated as hazardous waste.

10.0   Biomedical or Infectious Waste

10.1   Infectious and biomedical wastes include any waste item contaminated with biological agents suspected as being capable of transmitting disease.

10.2   Prior to disposal, biohazard waste must be stored in containers specifically designed for containment of this type of waste. The containers are normally red and have the biohazard symbol shown below on the container.

10.3   Employees must put each type of biomedical/infectious waste in its proper disposal container as described below.

10.3.1   Place infectious liquid waste (e.g., blood and other bodily fluids) into a leak proof container. These containers will typically have the biohazard symbol.

10.3.2   Place soft infectious waste (e.g., dressings and bandages) into an infectious waste bag with the biohazard symbol prior to disposal.

10.3.3   Place infectious sharps waste (e.g., needles and scalpel blades) into a sharps container. A sharps container is typically constructed of hard plastic with the biohazard symbol.

10.4   After filling and sealing the disposal containers, employees must put them in a medical waste bin for disposal. Please contact the EH&S Office if medical waste bins are needed to dispose of biomedical waste.

10.5   Please refer to CCS Administrative Procedure 2.30.05-AA Bloodborne Pathogens for more details.

11.0   Radioactive Waste

Purchasing radioactive materials is not allowed at CCS; however, if you have radioactive waste from the past, please refer to the Radioactive Waste Management Protocol or contact the EH&S Ooffice at 509-533-8686.

11.1

11.012.0   Chemical Spill

12.1   Hazardous material spills that do not endanger anyone may be cleaned up by employees who are properly equipped and trained to do so. Please refer to section 12 for more information.

12.2   Hazardous material spills that cannot be safely cleaned by employees must be cleaned up by a contractor.

12.3   If there is a chemical spill emergency in your area, call Security at 509-533-3333 or dial 911.

12.4   Call the EH&S Office at 509-533-8686 during business hours with any questions about cleaning up spills.

12.5   Dangerous Waste Emergency Information must be posted near emergency communication devices, if any. Otherwise, the emergency information must be displayed near waste accumulation areas. Please contact the EH&S Office for the Dangerous Waste Emergency Information template.

12.013.0   Training

13.1   Hazardous Waste Management training is required for all employees in positions that require them to work with hazardous waste. If you want to arrange hazardous waste management training for your personnel, please contact the EH&S office.

13.2   All training will be documented with records maintained in the employee's personnel file and copies forwarded to the Human Resources office.

13.3   CCS Facilities Department keeps their own training records.

13.4   The supervisor or designated employee will ensure that personnel in their divisions are informed of the location and availability of reference materials on the physical and health hazards of the chemicals found in their workplace.

13.014.0   Hazardous Waste Recordkeeping

14.1   The EH&S Office will maintain the dangerous waste records in a central location.

14.2   The central files must contain the following:

14.2.1   Dangerous Waste Tracking Log;

14.2.2   Manifest paperwork for each waste shipment, including the signed returned manifest and certificate of disposal;

14.2.3   Annual Dangerous Waste reports;

14.2.4   Analytical data/testing for any waste;

14.2.5   Hazardous waste pickup requests;

14.2.6   CHWSA inspection records; and

14.2.7   Any other records as they apply to CHWSA (e.g., hazardous waste episodic event).

14.015.0 **Related Information**

15.1 CCS Hazardous Waste Disposal page

15.2 Environmental Protection Agency (EPA)

15.3 Washington State Department of Ecology

15.4 Washington State Department of Ecology Used Oil Facts

15.5 Shop Guide for Dangerous Waste Management

15.6 CCS Administrative Procedure 2.30.05-G Hazard Communication Program

Originated: November 2019
Cabinet approval: May 2022
Revised: September 2023

CCS Administrative Procedure
2.30.05-AB   Dangerous Waste Management

Implementing Board Policy 2.30.05
Contact: Environmental Health & Safety, 533-8686

1.0   Purpose

Community Colleges of Spokane is committed to the health and safety of its faculty and staff by maintaining a safe and efficient workplace that complies with all local, state and federal safety and health regulations, programmatic standards and with any special safety concerns identified at the unit level. The purpose of this plan is to protect the health and safety of employees, students and the environment while complying with applicable state and federal regulations. This plan provides information on requirements for the management of dangerous/hazardous wastes. The proper management of dangerous/hazardous wastes is necessary to reduce disposal costs and to ensure good stewardship of the environment and CCS facilities.

2.0   Definitions

2.1   <u>Central Hazardous Waste Storage Area (CHWSA):</u> a central location to accumulate and store hazardous waste from the generator sites

2.2   <u>Container:</u> is any portable device in which a material is stored, transported, treated, disposed of or otherwise handled.

2.3   <u>Dangerous Waste:</u> has the same definition as the EPA term "hazardous waste" but with additional [Washington state-only waste codes](#).

2.4   <u>Dangerous Waste Generator:</u> any person, by site, whose act or process produces dangerous waste.

2.5   <u>Hazardous Waste:</u> is the term used by the United States Environmental Protection Agency (EPA) to identify solid waste with properties that could pose dangers to human health and the environment. This could be a solid, liquid, gas or sludge.

2.6   <u>Hazardous Waste Generator:</u> any person, by site, whose act or process produces hazardous waste

2.7   <u>Hazardous Waste Minimization:</u> means reducing the amount of hazardous waste that is generated, treated, stored or disposed.

2.8   <u>Operator:</u> the person responsible for the overall operation of a site that generates hazardous waste.

2.9   <u>Satellite Accumulation Area (SAA):</u> is a location at or near any point of generation where dangerous waste is initially accumulated in containers during routine operations.

2.10   <u>Safety Data Sheet (SDS):</u> is a standardized document containing information related to a toxic or hazardous material (formerly known as Material Safety Data Sheet or MSDS).

2.11   <u>Solid Waste:</u> is any material that you no longer use which you throw away, recycle or store temporarily until you have accumulated enough to recycle or economically dispose of it. This could be a solid, liquid, gas or sludge.

2.12   <u>Universal Waste:</u> is a category of hazardous waste that allows all businesses to handle several common types of hazardous wastes under simplified rules. Used batteries, lamps, and mercury-containing equipment (e.g., mercury-containing thermometers and mercury-containing thermostats) are the most common universal wastes.

3.0   Satellite Hazardous Waste Accumulation Area (SAA)

3.1   Each laboratory/program/department may store their generated hazardous wastes under specific conditions in one designated area under their control, called the "Hazardous Waste Satellite Accumulation Area."

3.2   Satellite Accumulation Areas must meet the following requirements:

3.2.1   A generator may accumulate as much as 55 gallons of dangerous waste in total or one quart of [acutely hazardous waste](#) in containers at or near any point of generation.

3.2.2   The satellite area must be under the control of the process operator and located in the same area that generates the waste; or the area must always be secured.

3.2.3   The generator must be able to prevent improper wastes from being added to the satellite container.

3.2.4   When 55 gallons of dangerous waste or one quart of acutely hazardous waste accumulates in a container, the container(s) **must be marked immediately with the accumulation start date**. The waste must be moved from the site within three calendar days to the Central Hazardous Waste Storage Area (CHWSA).

3.2.5   Volume Threshold Limit

   3.2.5.1   Each satellite accumulation area is limited by volume, up to either 55 gallons of a dangerous waste or one quart of acutely hazardous waste.

3.2.6   A generator is not limited to the number of containers allowed in a satellite accumulation area to collect waste. The important point is that each area does not exceed the 55-gallon volume threshold limit mentioned in 3.2.5.1.

3.2.7   Accumulation Start Date

   3.2.7.1   Once the volume threshold limit has been reached in a satellite accumulation area, the container(s) must be marked immediately using that date as the accumulation start date.

3.2.8   A container selected to store a hazardous waste must be compatible with the waste material, have no damage or signs of deterioration or leaking, be clean inside and out and have a tight-fitting cap.

3.2.9   Waste container caps must be kept closed at all times except when adding or removing waste.

3.2.10   Waste containers must be labeled before storing waste in the container.

3.2.11   Different wastes must not be mixed in the same container unless directed by the EH&S Office.

3.2.12   Containers with incompatible wastes must not be stored close together.

3.2.13   Hazardous waste must be stored away from floor drains, storm drains and sinks and/or in secondary containment.

4.0   Central Hazardous Waste Storage Area (CHWSA)

4.1   Hazardous wastes awaiting vendor disposal are to be stored in the Central Hazardous Waste Storage Area (CHWSA). The area must remain locked when not in use. Wastes need to be stored by hazard classification(s) and properly segregated.

4.2   Waste storage time for the CHWSA may vary depending on the quantity of waste generated and stored. Waste storage periods allowed by Washington State for a given year will fall into the category of 90 days, 180 days or a longer time period under some circumstances. Contact the EH&S Office for clarification of storage periods at CCS.

4.3   The CHWSA must be labeled with the words "Hazardous Waste Storage Area" and "Authorized Personnel Only" or something similar. The NFPA diamond label on the outside of the CHWSA reflects the hazard(s) of the wastes stored within the area. Emergency contacts and phone numbers must be posted inside the area.

4.4   Employees will not move or transport any chemical(s) designated as dangerous or hazardous waste from one CHWSA location to another (i.e., SCC, SFCC or Felts Field).

4.5   The CHWSA is under the supervision of the EH&S Office.

4.6   The EH&S Office must maintain a weekly inspection schedule for the CHWSA using the Weekly Inspection Checklist for Central Accumulation Areas form found on the Washington State Department of Ecology website.

4.7   The EH&S Office must retain inspection sheets for at least 5 years.

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5.1   Designation is the process of determining if waste is dangerous and what the hazards are. It is the first step in managing waste properly.

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10.4　After filling and sealing the disposal containers, employees must put them in a medical waste bin for disposal. Please contact the EH&S Office if medical waste bins are needed to dispose of biomedical waste.

10.5　Please refer to CCS Administrative Procedure 2.30.05-AA Bloodborne Pathogens for more details.

11.0   Radioactive Waste

11.1   Purchasing radioactive materials is not allowed at CCS; however, if you have radioactive waste from the past, please refer to the <u>Radioactive Waste Management Protocol</u> or contact the EH&S Office at 509-533-8686.

12.0   Chemical Spill

12.1   Hazardous material spills that do not endanger anyone may be cleaned up by employees who are properly equipped and trained to do so. Please refer to section 12 for more information.

12.2   Hazardous material spills that cannot be safely cleaned by employees must be cleaned up by a contractor.

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13.1   Hazardous Waste Management training is required for all employees in positions that require them to work with hazardous waste. If you want to arrange hazardous waste management training for your personnel, please contact the EH&S office.

13.2   All training will be documented with records maintained in the employee's personnel file and copies forwarded to the Human Resources office.

13.3   CCS Facilities Department keeps their own training records.

13.4   The supervisor or designated employee will ensure that personnel in their divisions are informed of the location and availability of reference materials on the physical and health hazards of the chemicals found in their workplace.

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14.1   The EH&S Office will maintain the dangerous waste records in a central location.

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14.2.1   Dangerous Waste Tracking Log;

14.2.2   Manifest paperwork for each waste shipment, including the signed returned manifest and certificate of disposal;

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14.2.4   Analytical data/testing for any waste;

14.2.5   Hazardous waste pickup requests;

14.2.6   CHWSA inspection records; and

14.2.7   Any other records as they apply to CHWSA (e.g., hazardous waste <u>episodic event</u>).

15.0   Related Information

15.1   [CCS Hazardous Waste Disposal page](#)

15.2   [Environmental Protection Agency (EPA)](#)

15.3   [Washington State Department of Ecology](#)

15.4   [Washington State Department of Ecology Used Oil Facts](#)

15.5   [Shop Guide for Dangerous Waste Management](#)

15.6   [CCS Administrative Procedure 2.30.05-G Hazard Communication Program](#)

CCS Administrative Procedure
2.30.05-AC Outdoor Heat Exposure Control Plan

Implementing Board Policy 2.30.05
Contact: Environmental Health & Safety, 533-8686

1.0   Purpose

Community Colleges of Spokane (CCS) is committed to the health and safety of its faculty and staff and in maintaining a safe and efficient workplace that complies with all local, state, and federal safety and health regulations, programmatic standards, and with any special safety concerns identified at the unit level. CCS complies with WAC 296-62-095 requirements regarding outdoor heat exposure to prevent employee heat-related illnesses.

The purpose of this plan is to protect CCS employees from heat-related exposures and illnesses. Per WAC 296-62-095, this plan applies to outdoor work environments and is **in ~~from May to September~~effect year round** when employees are exposed to outdoor heat.

2.0   ~~Program Coverage~~Scope

2.1   The Outdoor Heat Exposure Control Plan applies to employees working outdoors for more than 15 minutes in any 60-minute period in temperatures:

2.1.1   As low as 52 degrees Fahrenheit when wearing clothing that is non-breathable or provides a vapor barrier such as~~like~~ rain gear or chemical resistant suits.

2.1.2   At 80 degrees Fahrenheit when wearing any other type of clothing such as~~like~~ typical shirts and pants.

2.2   Individuals who are not acclimatized or who come to work dehydrated, which makes them more susceptible to heat stress than others.

~~2.0~~3.0   Definitions

3.1   Acclimatization: The body's temporary adaptation to work in heat that occurs as a person is exposed to it over a period of seven to 14 days depending on the amount of recent work in the heat and the individual factors. Acclimatization can be lost after seven consecutive days away from working in the heat.

~~2.1~~3.2   Buddy S~~s~~ystem: A system where individuals are paired or teamed up into work groups so each employee can be observed by at least one other member of the group to monitor and report signs and symptoms of heat-related illness.

~~2.2   Double-layer Woven Clothing: Clothing worn in two layers allowing air to reach the skin. For example, coveralls worn on top of regular work clothes~~

~~2.3~~   Drinking W~~w~~ater: Potable water that is suitable to drink and suitably cool in temperature. Other acceptable beverages include drinking water packaged as a consumer product, and electrolyte-replenishing beverages (i.e., sports drinks) that do not contain high amounts of sugar, caffeine, or both such as energy drinks.~~Drinking Water: Potable water that is suitable to drink. Drinking water packaged as a consumer product and electrolyte-replenishing beverages (i.e., sports drinks) that do not contain caffeine are acceptable.~~

~~2.4~~3.3   Engineering Controls: The use of devices to reduce exposure and aid cooling, not including wearable items. Examples of engineering controls include fans, misting stations, air-conditioning, etc.~~The use of devices to reduce exposure and aid cooling (i.e., air conditioning).~~

~~2.5   Environmental Factors for Heat-related Illness: Working conditions that increase susceptibility for heat-related illness such as air temperature, relative humidity, radiant heat from the sun and other sources, conductive heat sources such as the ground, air~~

~~movement, workload (i.e., heavy, medium, or low) and duration, and personal protective equipment worn by employees.~~

2.63.4   Heat-related Illness: A medical condition resulting from the body's inability to cope with a particular heat load with symptoms that include, but are not limited to, heat cramps, heat rash, heat exhaustion, fainting and heat stroke.

3.5   Heat Wave: Any day in which the predicted high temperature for the day will be at least the temperatures listed in Table 1 of WAC 296-62-09530 and as outlined in section 2.1, and at least 10 degrees Fahrenheit higher than the average high daily temperature in the preceding five days.

3.6   Outdoor Environment: An environment where work activities are conducted outside. Work environments such as inside vehicle cabs, sheds, and tents or other structures may be considered an outdoor environment if the environmental factors affecting temperature are not managed by engineering controls. ~~An environment where work activities are conducted outside. Work environments such as inside vehicle cabs, sheds and tents or other structures may be considered an outdoor environment if the environmental factors affecting temperature are not managed by engineering controls.~~

3.7   ~~Risk~~ Risk Factors for ~~H~~heat-related ~~I~~illness~~:~~. ~~C~~Conditions that increase susceptibility for heat-related illness including:

3.7.1   ~~(a)~~ Environmental factors such as air temperature, relative humidity, air movement, radiant heat from the sun and other sources, conductive heat sources such as the ground;

3.7.2   ~~(b)~~ Workload (light, moderate, or heavy) and work duration;

3.7.3   ~~(c)~~ Personal protective equipment and clothing worn by employees; and

3.7.4   ~~(d)~~ Personal factors such as age, medications, physical fitness, and pregnancy.

2.73.8   Shade: A blockage of direct sunlight. Shade may be provided by any natural or artificial means that does not expose employees to unsafe or unhealthy conditions and that does not deter or discourage access or use. One indicator that blockage is sufficient is when objects do not cast a shadow in the area of blocked sunlight. Shade is not adequate when heat in the area of shade defeats the purpose of shade, which is to allow the body to cool. For example, a car sitting in the sun does not provide acceptable shade to a person sitting in it, unless the car is running with air-conditioning.

2.83.9   Vapor Barrier Clothing: Clothing that significantly inhibits or completely prevents sweat produced by the body from evaporating into the outside air. Such clothing includes encapsulating suits, various forms of chemical resistant suits used for PPE and other forms of non-breathable clothing.

~~3.0~~4.0   Responsibilities

3.1   ~~Departments with employees performing work outdoors will do the following.~~

3.1.1   ~~When temperatures reach 89 80 degrees Fahrenheit:~~

~~Provide water that is suitably cool in temperature for employees to consume.~~

3.1.1.1   ~~Provide shade or other sufficient means to reduce body temperature, including the location of such means and how employees can access them;~~

~~3.1.1.2 Encourage, allow and train employees to take additional preventative cool-down breaks to protect themselves from overheating.~~

~~3.1.2 When temperatures reach 100~~ 90 ~~degrees Fahrenheit:~~ or higher:

~~3.1.3 Provide one or more area(s) of shade or other sufficient means for employees to cool-down. This area must be large enough to accommodate all employees during a meal or rest period thtthat is not otherwise required to be compensated. In lieu of shade, employers may use other means to reduce body temperature if they can demonstrate such means are equally or more effective than shade. Some alternatives to shade may include the provision of misting stations, cooling vests, or air-conditioned areas.~~

~~Ensure a cool-down rest break of at least 10 minutes is taken by employees every two hours.~~

~~a. When the temperature reaches and exceeds 100 degrees Fahrenheit, mandatory cool-down rest periods switch to 15 minutes every hour.~~

~~3.1.1 Increase efforts to monitor employees for signs or symptoms of heat-related illnesses and ensure they are removed from danger to recover and receive prompt medical attention when required.~~

~~3.2~~4.1 Environmental Health & Safety will do the following.

~~3.2.1~~4.1.1 Assist departments with their heat exposure concerns.

~~3.2.2~~4.1.2 Provide heat exposure training to departments as needed and upon request.

~~3.2.3~~4.1.3 Update the CCS Outdoor Heat Exposure Control Plan to comply with any changes to the requirements.

~~3.3~~4.2 Supervisors will do the following.

~~3.3.1~~4.2.1 Be aware of and look for the symptoms of heat-related illnesses in employees and stop work immediately if any symptoms are observed.

~~3.3.2~~4.2.2 Ensure employees have access to an adequate supply of drinking water that is suitably cool.

~~3.3.3~~4.2.3 Ensure employees are provided with frequent breaks to allow for hydration and cooling down.

~~3.3.4~~4.2.4 Encourage employees to frequently consume water or other acceptable beverages to stay hydrated.

~~3.3.5~~4.2.5 Attend heat exposure training provided by their department.

4.2.6 Ensure their employees also attend ~~the~~ heat exposure training.

~~Closely observe employees for signs and symptoms of heat-related illness by implementing one or more of the following:~~
~~(a) Regular communication with employees working alone, such as by radio or cellular phone;~~
~~(b) A mandatory buddy system; or~~
~~(c) Other effective means of observation.~~

~~3.4~~4.3 Employees will do the following.

3.4.14.3.1   Be aware of and look out for symptoms of heat-related illnesses in themselves and their coworkers and stop work immediately if any symptoms are experienced or observed.

3.4.24.3.2   Drink enough water to remain hydrated while working outside in hot temperatures.

3.4.3   At least one quart of water per hour should be consumed while working outside in the heat.

4.3.3

3.4.4   Attend heat exposure training provided by their department.

4.3.4

5.1 5.0   **Program Coverage**
The Outdoor Heat Exposure Control Plan applies to employees working outdoors more than 15 minutes in any 60-minute period in temperatures:
As low as 52 degrees Fahrenheit when wearing clothing that is non-breathable or provides a vapor barrier like rain gear or chemical resistant suits.
Starting at 77 degrees Fahrenheit when wearing double-layer woven clothing like sweatshirts, coveralls and jackets on top of other clothing.
At 809 degrees Fahrenheit when wearing any other type of clothing like typical shirts and pants.
Individuals who are not acclimatized or who come to work dehydrated, which makes them more susceptible to heat stress than others.
Work Practices for Hot Weather
Employees who work outdoors during hot weather must be provided with enough break time to keep their core body temperature at a safe level and must be provided with enough water (or other appropriate beverage) to remain hydrated.
Access toSet up the worksite for Sshade.

5.1   The departments thafwith employees exposed to temperatures at or above those listed in Table 1 of WAC 296-62-09530 mustSection 2 of this plan must uUtilize shade in work and/or break areas to reduce heat exposure. This includes, but is not limited, to, shade from trees, walls, and/or shade structures such as a portable canopy.

5.1

5.1.1   The shade must be located as close as practicable to the areas where employees are working.

5.1.1

5.1.2   The departments must ensurewiensure that the amount of shade present is large enough to accommodate the number of employees on a meal or rest period, so they can sit in a normal posture fully in the shade.

5.1.2

5.2   In lieu of shade, the departments may use other means to reduce body temperature if they can demonstrate such means are equally or more effective than shade. Some alternatives to shade may include the provision of misting stations, cooling vests, or air-conditioned areas.

    If air-conditioned spaces such as vehicles are available, they may be utilized for individuals to cool-off in.

~~If air-conditioned spaces such as vehicles are available, they may be utilized for individuals to cool-off in.~~

5.1 ~~In lieu of shade, employers~~the departments may use other means to reduce body temperature if they can demonstrate such means are equally or more effective than shade. Some alternatives to shade may include the provision of misting stations, cooling vests, or air-conditioned areas. Fans may help as long as the air temperature does not go above 95 degrees Fahrenheit.

~~Schedule work to reduce heat exposure.~~Mandatory Cool-Down Rest Periods

6.0 High Heat Procedure

6.1 ~~High heat procedures~~ The departments must implement the following ~~—~~ high heat procedures w~~W~~hen outdoor temperatures are at or above 90 degrees Fahrenheit~~°F,reach or exceed 90°F, high heat procedures must be implemented during periods of outdoor temperatures at or above 90°F~~unless engineering or administrative controls are ~~implemented~~utilized to reduce exposure to below 90 degrees Fahrenheit~~°F~~.

6.2 Mandatory rest periods must be provided in the shade or an equally or more effective method must be implemented to reduce body temperature.

6.2.1 At or above 90 degrees Fahrenheit~~°F~~, a mandatory rest period of 10 minutes every two hours is required.

6.2.2 At or above 100 degrees Fahrenheit~~°F~~, a mandatory rest period of 15 minutes every hour is required.

6.2.3 The mandatory cool-down rest period may be provided concurrently with any meal or rest period.

~~Observations described in Section 8.1 of this plan 6 must also be implemented.~~

~~**Note:**The mandatory cool-down rest period may be provided concurrently with any meal or rest period.Establish a work/rest schedule for routine and heavy work.~~

6.3 The departments or their designee must closely observe their employees for signs and symptoms of heat-related illness by implementing one or more of the following:

6.3.1 Regular communication with employees working alone, such as by radio or cellular phone;

6.3.2 A mandatory buddy system; or

6.3.3 Other effective means of observation.

6.4 Observations described in Section 8.1 of this plan must also be implemented.

5.3.1 ~~Consider changes in shift start and end times to avoid working during the hottest period of the day.~~

~~**Access to Shade**~~

~~Before work begins, the departments o~~r~~f their designee supervisor will assess shade options for each job site. They should use available shade such as trees, walls and/or set up shade structures like a portable canopy when no other options are available.~~

7.0 Provision of Water

7.1 Employees must have access to potable water.

7.1.1   Water that is suitably cool for drinking must be provided in sufficient quantity at the beginning of the work shift to allow one quart per employee, per hour for a total of two gallons per employee, per eight-hour shift.

7.1.2   Employees may begin the shift with smaller quantities of water if effective procedures for replenishment of water during the shift have been implemented to allow employees one quart or more per hour.

8.0   Adjusting to Heat (Acclimatization)

8.1   Acclimatization is especially critical for heavy work in hot temperatures. The departments or their designeeEmployers must closely observe employees for for signs and symptoms of heat-related illness as described in Ssection 5.2 of this plansigns and symptoms of heat-related illness by implementing one or more of the close observation options under WAC 296-62-09547mentioned below.

8.1   fFor 14 days when- employeess::. It takes about two weeks to fully adjust to hot working conditions. This adjustment will be lost if the employee is away from the hot conditions for a week or more.

8.1.1   AreAre newly assigned to working at or above the applicable temperatures listed in Section 2.1 of this planin Table 1 of WAC 296-62-09530.;

8.1.1

8.1.2   (b) Return to work at the applicable temperatures listed in Table 1 of WAC 296-62-09530Section 2.1 of this plan after an absence of seven days or more;

8.1.3   Are working during a heat wave.

8.2   Note: It takes about two weeks to fully adjust to hot working conditions. This adjustment will be lost if the employee is away from the hot conditions for a week or more.

(2) During a heat wave

7.1.1   For non-acclimatized employees, start with light physical work and/or a shorter duration of work time and slowly increase each day.

9.0   Responding to Heat-Related Illness

The departments or their designee must closely observe their employees for signs and symptoms of heat-related illness as described in Ssection 5.2 of this plan. by implementing one or more of the following:

Regular communication with employees working alone, such as by radio or cellular phone;

 A mandatory buddy system; or

9.1   Other effective means of observation.

9.2   Employees showing signs or demonstrating symptoms of heat-related illness must be relieved from duty and provided with a sufficient means to reduce body temperature.

9.3   Employees showing signs or demonstrating symptoms of heat-related illness must be monitored to determine whether medical attention is necessary.

9.010.0 Training

10.1   All employees and supervisors must be trained as required by this section prior to outdoor work where occupational exposure to heat might occur and at least annually after

the initial training. ~~Training must be provided in a language and manner the employee or supervisor understands.~~

~~10.1~~10.2   Both employees and supervisors will be trained on the signs of heat-related illnesses and the importance of stopping work immediately if any symptoms are observed.

~~10.2~~10.3   For ~~the~~ training purposes, departments can access the online Outdoor Heat Exposure training provided by the Washington State Department of Labor and Industries (L&I) at http://wisha-training.lni.wa.gov/training/articulate/HeatIllness/story.html.

~~10.3~~10.4   Departments interested in having in-person training or access to other training options ~~other available options~~ should contact the EH&S Office at 509-533-8686.

~~10.0~~11.0 Related Information

9.1   CCS Heat Exposure Website

9.2   L&I Heat Exposure Safety Educational Pocket Guide

9.3   L&I Be Heat Smart

9.4   Heat Exposure Safety Educational Posters

9.5   WAC 296-62-095 Outdoor Heat Exposure

Originated: May 2022
Cabinet approval: June 2022, Revised July 2023

CCS Administrative Procedure
2.30.05-AC Outdoor Heat Exposure Control Plan

Implementing Board Policy 2.30.05
Contact: Environmental Health & Safety, 533-8686

1.0   Purpose

Community Colleges of Spokane (CCS) is committed to the health and safety of its faculty and staff and in maintaining a safe and efficient workplace that complies with all local, state, and federal safety and health regulations, programmatic standards, and with any special safety concerns identified at the unit level. CCS complies with WAC 296-62-095 requirements regarding outdoor heat exposure to prevent employee heat-related illnesses.

The purpose of this plan is to protect CCS employees from heat-related exposures and illnesses. Per WAC 296-62-095, this plan applies to outdoor work environments and is **in effect year round** when employees are exposed to outdoor heat.

2.0   Scope

2.1   The Outdoor Heat Exposure Control Plan applies to employees working outdoors for more than 15 minutes in any 60-minute period in temperatures:

2.1.1   As low as 52 degrees Fahrenheit when wearing clothing that is non-breathable or provides a vapor barrier such as rain gear or chemical resistant suits.

2.1.2   At 80 degrees Fahrenheit when wearing any other type of clothing such as typical shirts and pants.

2.2   Individuals who are not acclimatized or who come to work dehydrated, which makes them more susceptible to heat stress than others.

3.0   Definitions

3.1   Acclimatization: The body's temporary adaptation to work in heat that occurs as a person is exposed to it over a period of seven to 14 days depending on the amount of recent work in the heat and the individual factors. Acclimatization can be lost after seven consecutive days away from working in the heat.

3.2   Buddy System: A system where individuals are paired or teamed up into work groups so each employee can be observed by at least one other member of the group to monitor and report signs and symptoms of heat-related illness.

3.3   Drinking Water: Potable water that is suitable to drink and suitably cool in temperature. Other acceptable beverages include drinking water packaged as a consumer product, and electrolyte-replenishing beverages (i.e., sports drinks) that do not contain high amounts of sugar, caffeine, or both such as energy drinks.Engineering Controls: The use of devices to reduce exposure and aid cooling, not including wearable items. Examples of engineering controls include fans, misting stations, air-conditioning, etc.

3.4   Heat-related Illness: A medical condition resulting from the body's inability to cope with a particular heat load with symptoms that include, but are not limited to, heat cramps, heat rash, heat exhaustion, fainting and heat stroke.

3.5   Heat Wave: Any day in which the predicted high temperature for the day will be at least the temperatures listed in Table 1 of WAC 296-62-09530 and as outlined in section 2.1, and at least 10 degrees Fahrenheit higher than the average high daily temperature in the preceding five days.

3.6   Outdoor Environment: An environment where work activities are conducted outside. Work environments such as inside vehicle cabs, sheds, and tents or other structures may be

considered an outdoor environment if the environmental factors affecting temperature are not managed by engineering controls.

3.7   Risk Factors for Heat-related Illness: Conditions that increase susceptibility for heat-related illness including:

    3.7.1   Environmental factors such as air temperature, relative humidity, air movement, radiant heat from the sun and other sources, conductive heat sources such as the ground;

    3.7.2   Workload (light, moderate, or heavy) and work duration;

    3.7.3   Personal protective equipment and clothing worn by employees; and

    3.7.4   Personal factors such as age, medications, physical fitness, and pregnancy.

3.8   Shade: A blockage of direct sunlight. Shade may be provided by any natural or artificial means that does not expose employees to unsafe or unhealthy conditions and that does not deter or discourage access or use. One indicator that blockage is sufficient is when objects do not cast a shadow in the area of blocked sunlight. Shade is not adequate when heat in the area of shade defeats the purpose of shade, which is to allow the body to cool. For example, a car sitting in the sun does not provide acceptable shade to a person sitting in it, unless the car is running with air-conditioning.

3.9   Vapor Barrier Clothing: Clothing that significantly inhibits or completely prevents sweat produced by the body from evaporating into the outside air. Such clothing includes encapsulating suits, various forms of chemical resistant suits used for PPE and other forms of non-breathable clothing.

4.0   Responsibilities

4.1   Environmental Health & Safety will do the following.

    4.1.1   Assist departments with their heat exposure concerns.

    4.1.2   Provide heat exposure training to departments as needed and upon request.

    4.1.3   Update the CCS Outdoor Heat Exposure Control Plan to comply with any changes to the requirements.

4.2   Supervisors will do the following.

    4.2.1   Be aware of and look for the symptoms of heat-related illnesses in employees and stop work immediately if any symptoms are observed.

    4.2.2   Ensure employees have access to an adequate supply of drinking water that is suitably cool.

    4.2.3   Ensure employees are provided with frequent breaks to allow for hydration and cooling down.

    4.2.4   Encourage employees to frequently consume water or other acceptable beverages to stay hydrated.

    4.2.5   Attend heat exposure training provided by their department.

    4.2.6   Ensure their employees also attend heat exposure training.

4.3   Employees will do the following.

4.3.1 Be aware of and look out for symptoms of heat-related illnesses in themselves and their coworkers and stop work immediately if any symptoms are experienced or observed.

4.3.2 Drink enough water to remain hydrated while working outside in hot temperatures.

4.3.3 At least one quart of water per hour should be consumed while working outside in the heat.

4.3.4 Attend heat exposure training provided by their department.

5.0 Access to Shade

5.1 The departments with employees exposed to temperatures at or above those listed in Section 2 of this plan must utilize shade in work and/or break areas to reduce heat exposure. This includes, but is not limited to, shade from trees, walls, and/or shade structures such as a portable canopy.

5.1.1 The shade must be located as close as practicable to the areas where employees are working.

5.1.2 The departments must ensure that the amount of shade present is large enough to accommodate the number of employees on a meal or rest period, so they can sit in a normal posture fully in the shade.

5.2 In lieu of shade, the departments may use other means to reduce body temperature if they can demonstrate such means are equally or more effective than shade. Some alternatives to shade may include the provision of misting stations, cooling vests, or air-conditioned areas.

6.0 High Heat Procedure

6.1 The departments must implement the following high heat procedures when outdoor temperatures are at or above 90 degrees Fahrenheit, unless engineering or administrative controls are utilized to reduce exposure to below 90 degrees Fahrenheit.

6.2 Mandatory rest periods must be provided in the shade or an equally or more effective method must be implemented to reduce body temperature.

6.2.1 At or above 90 degrees Fahrenheit, a mandatory rest period of 10 minutes every two hours is required.

6.2.2 At or above 100 degrees Fahrenheit, a mandatory rest period of 15 minutes every hour is required.

6.2.3 The mandatory cool-down rest period may be provided concurrently with any meal or rest period.

6.3 The departments or their designee must closely observe their employees for signs and symptoms of heat-related illness by implementing one or more of the following:

6.3.1 Regular communication with employees working alone, such as by radio or cellular phone;

6.3.2 A mandatory buddy system; or

6.3.3 Other effective means of observation.

6.4 Observations described in Section 8.1 of this plan must also be implemented.

7.0   Provision of Water

   7.1   Employees must have access to potable water.

      7.1.1   Water that is suitably cool for drinking must be provided in sufficient quantity at the beginning of the work shift to allow one quart per employee, per hour for a total of two gallons per employee, per eight-hour shift.

      7.1.2   Employees may begin the shift with smaller quantities of water if effective procedures for replenishment of water during the shift have been implemented to allow employees one quart or more per hour.

8.0   Adjusting to Heat (Acclimatization)

   8.1   Acclimatization is especially critical for heavy work in hot temperatures. The departments or their designee must closely observe employees for signs and symptoms of heat-related illness for 14 days when employees:

      8.1.1   Are newly assigned to working at or above the applicable temperatures listed in Section 2.1 of this plan.

      8.1.2   Return to work at the applicable temperatures listed in Section 2.1 of this plan after an absence of seven days or more;

      8.1.3   Are working during a heat wave.

   8.2   It takes about two weeks to fully adjust to hot working conditions. This adjustment will be lost if the employee is away from the hot conditions for a week or more.

9.0   Responding to Heat-Related Illness

   9.1   The departments or their designee must closely observe their employees for signs and symptoms of heat-related illness .

   9.2   Employees showing signs or demonstrating symptoms of heat-related illness must be relieved from duty and provided with sufficient means to reduce body temperature.

   9.3   Employees showing signs or demonstrating symptoms of heat-related illness must be monitored to determine whether medical attention is necessary.

10.0   Training

   10.1   All employees and supervisors must be trained as required by this section prior to outdoor work where occupational exposure to heat might occur and at least annually after the initial training.

   10.2   Both employees and supervisors will be trained on the signs of heat-related illnesses and the importance of stopping work immediately if any symptoms are observed.

   10.3   For training purposes, departments can access the online Outdoor Heat Exposure training provided by the Washington State Department of Labor and Industries (L&I) at http://wisha-training.lni.wa.gov/training/articulate/HeatIllness/story.html.

   10.4   Departments interested in having in-person training or access to other training options should contact the EH&S Office at 509-533-8686.

11.0   Related Information

   9.1   CCS Heat Exposure Website

   9.2   L&I Heat Exposure Safety Educational Pocket Guide

9.3   [L&I Be Heat Smart](#)

9.4   [Heat Exposure Safety Educational Posters](#)

9.5   [WAC 296-62-095 Outdoor Heat Exposure](#)

CCS Administrative Procedure
2.30.05 – K   Respiratory Protection Program

Implementing Board Policy 2.30.05
Contact: Environmental Health & Safety, (509) 533-8686

1.0   Purpose

Community Colleges of Spokane (CCS) is committed to the health and safety of its faculty and staff and in maintaining a safe and efficient workplace that complies with all local, state and federal safety and health regulations, programmatic standards, and with any special safety concerns identified at the unit level. Minimizing airborne contaminants where possible, and providing respiratory protective equipment where needed are important in helping to maintain a safe working environment for students, staff and visitors.

1.1   CCS has adopted WAC 296-841 Respiratory Hazards and WAC 296-842 Respirators to ensure that employees are protected from respiratory hazards.

1.2   CCS recognizes that the control of airborne contaminants by effective administrative or engineering control measures is preferable to providing employees with protective respiratory equipment.

1.3   Respiratory protective equipment, as outlined in this program, is required in those areas where administrative or engineering controls are either technically or economically unfeasible to maintain employee exposure to airborne contaminants at or below the established permissible exposure limits.

2.0   Terms and Definitions

2.1   Air-purifying Respirator: A respirator equipped with an air-purifying element such as a filter, cartridge, or canister, OR having a filtering facepiece.

2.2   Canister or Cartridge (Air Purifying): Part of an air purifying respirator that consists of a container holding materials such as fiber, treated charcoal or a combination of the two, that removes contaminants from the air passing through the cartridge or canister.

2.3   Filtering Facepiece Respirator: A tight-fitting, half-facepiece, negative pressure, particulate air-purifying respirator with the facepiece mainly composed of filter material. These respirators do not use cartridges or canisters and may have sealing surfaces composed of rubber, silicone or other plastic-like materials. They are sometimes referred to as dust masks (N95 masks).

2.4   Half-Facepiece Respirator: A tight fitting respirator that only covers the wearer's nose and mouth.

2.5   Hazardous Material: Any solid, liquid or gas that may present some form of health or physical risk to personnel.

2.6   Licensed Health Care professional (LHCP): An individual whose legally permitted scope of medical practice allows them to provide some or all the health care services required for respirator users' medical evaluations.

2.7   PEL – Permissible Exposure Limit: Employee exposures to toxic substances or harmful agents that must not be exceeded.

2.32.8   Qualitative Fit Test: A test that determines the adequacy of respirator fit for an individual. The test relies on the employee's ability to detect a test substance. Test results are either "pass" or "fail.""

2.9   Quantitative Fit Test: A test that determines the adequacy of respirator fit for an individual. The test relies on specialized equipment that performs numeric measurements of leakage into the respiratory inlet covering. Test results are used to calculate a "fit factor.""

2.10   Required Use: Respirator use that is mandated by employers orand necessary to protect employees from respiratory hazards encountered on the job.

2.11   Seal Check: Actions conducted by the respirator user each time the respirator is put on to determine if the respirator is properly seated onpositioned on the face.

2.42.12 Voluntary Use: Respirator use that is requested by the employee and permitted by the employer when no respiratory hazards exist.

3.0   Responsibilities

3.1   The Environmental Health and Safety (EH&S) Office will: Department

   3.1.1   Shall be responsible forM monitoring this program and conducting periodic audits to ensure that the basic elements are functioning according to this written plan.

   3.1.2   When indicated, the Environmental Health and Safety office shall Cconduct occupational exposure monitoring when indicated to ensure that the appropriate level of respiratory protection has been identified.

   3.1.3   Conduct medical questionnaire screening of employees assigned to wear respirators and when applicable, Assist in aarranginge for medical evaluations. or exams.

   3.1.4   Conduct respirator fit tests for CCS employees who are assigned required to wear respirators., or voluntary users wearing a half face respirator.

   3.1.5   Establish initial training and annual refresher training for both supervisorsemployees.

   3.1.6   Maintain records relating to respirator medical evaluation, and fit tests and training as required in WAC 296-841 Respiratory Hazards and WAC 296-842 Respirators.

   3.1.73.1.6

3.2   Departments will:al

   3.2.1   Purchase respirators, replacement parts, etc., as needed for the employees within the department.

   3.2.2   Monitor and enforce respirator use within the department.

   3.2.3   Periodically evaluate the need for and use of respirators within the department.

   3.2.4   Coordinate respirator fit tests and training for employees in the departmentscheduled with the staff of the Environmental Health& and Safety DepartmentOoffice.

3.2.5 Cover the cost of medical evaluationsreview forof the employees in the department a staff member by a qualified physician when the employees are required to wear a respirator as part of their job., where needed by an employee's completion of the medical questionnaire.

3.3 Supervisors will:

3.3.1 Shall ensure Eensure that all personnel under their authority are knowledgeable of the respiratory hazards for the areas in which they work.

3.3.2 Supervisors are responsible for Ensureensuring that their subordinates all personnel under their authority receive the appropriate level of respirator training and that they comply with this respiratory protection program.

3.3.3 Supervisors must Aalert the CCS Environmental, Health& and S afety Ooffice whenever a change in the work environment may affect the respiratory protection program.

3.4 Employees using respiratorsRespirator Wearers will:

3.4.1 Be familiar withKnow the respiratory hazards and protection requirements of their work area and follow the applicable procedures defined in the respirator protection program and during training.

3.4.2 Maintain their equipment in a clean and operable condition, including proper storage to protect it against dust, sunlight, heat, extreme cold, excessive moisture or damaging chemicals.

3.4.3 Inspect their respirator before each use to ensure it isthey are functional and free of damage.

3.4.23.4.4 Seal checking their respirator before each use to ensure it is properly seated onpositioned on their face.

3.4.33.4.5 Notify their supervisor of any changes in their physical condition that might affect their use of a respirator.

3.4.43.4.6 Leave the hazardous area for any respirator-related malfunctioncause, such as, but not limited to, the following:

3.4.4.13.4.6.1 Failure of the respirator to provide adequate protection;

3.4.4.23.4.6.2 Detection of leakage of air contaminant into the respirator;

3.4.4.33.4.6.3 Increase in breathing resistance while wearing the of respirator to breathing;

3.4.4.43.4.6.4 Severe discomfort whilein wearing the respirator.

3.4.7 Remain alert to changing work conditions in regard to respiratory hazards and degree of exposure or stress and respond to any changes in an appropriate, safety-focused manner.

4.0 Voluntary Use of Respirators

4.1 Employees who are not exposed to respiratory hazards may choose to usewear a half-facepiece respiratorsrespirator or filtering-facepiece respirator at their discretion. For more information on equipment provision responsibility, please refer to CCS

Administrative Procedure 2.30.05 - W Personal Protective Equipment Provision, Use and Care..

4.2   Voluntary use of half-facepiece respirator requires medical evaluation/clearance prior to first use and at a determined interval thereafter, if needed, to ensure the use of such a respirator will not cause adverse health consequences for the employee. Medical evaluation costs for voluntary use of a respirator are at the employee's own expense.

4.3   Voluntary use of In voluntary use of a respirator, nNeither hhalf-facepiece respirators nor and a filtering-facepiece respirators such asor (N95 masks) do not require fit testing..

Only half-facepiece respirators requires medical evaluation/clearance prior to use and at a determined interval thereafter.

Respirators may be provided by the user or employerThe user or employer may provide respirators.

4.4   Guidelines for Employees who use a respirator voluntarilyVoluntary users will to follow these guidelines when wearing a respirator:

Respirators are not to be worn intoin situations where respirator use is required, butand the individual is only a voluntary user.

4.4.1   Employees will be familiar withUnderstand the design, operation, appropriate useage conditions, and limitations of the your specific respirator they are choosing to use. and do not encounter instances where a deficiency of the chosen respirator would be exposed.

4.4.2   Employees will follow all maintenance guidelines outlined in section 8.0 of this procedure.

3.4.5   In situations where a respirator is required to be worn, the chosen respirator cannot be worn by the voluntary user and employees will follow the guidelines for required use under this procedure and cannotwill not wearuse their chosen respirator for voluntary use.

4.4.3

3.4.6   Voluntary respirator users must follow all maintenance guidelines outlined in section 8.0 of this procedure.

4.05.0   Respirator Selection for Rrequired Uusers

5.1   Where practical, exposure to contaminate contamination willshall be reduced or eliminated by engineering controls. Examples include: general and local ventilation and exhaust; enclose and isolate equipment and processes; and/or substitution of less hazardous processes or materials.

5.2   The departments should work with the EH&S Ooffice to conduct hazard assessments and evaluate whether respiratory protection is necessary for the employees. This assessment will identify areas and tasks where respiratory protection may be required and determine the appropriate types of respirators needed. Please contact the EH&S Ooffice for assistance with a hazard assessment at (509) 533-8686.

4.1   Respirators will be selected based on the hazards identified during the hazard assessment. The selection process will consider the specific respirator models, sizes, and cartridge/filter combinations required for each hazardous task. Each respirator

selection must be reviewed by the EH&SThe EH&S Office must review each respirator selection CCS Environmental Health and Safety DepartmentOoffice.

4.25.3   Respirators will be selected by persons knowledgeable about the processes, materials and conditions that can be expected during use. Each respirator selection must be reviewed by the CCS Environmental Health and Safety Department.

4.35.4   Respirators must be approved and certified by appropriate agencies as determined by the EH&S OEnvironmental Health and Safety Departmentoffice.

4.45.5   Respirators shall will be furnished at no cost to the employee.

4.55.6   Air purifying filter/cartridge respirators will be assigned to individuals and . nNo employee person shall will be required to loan or share their respirator with any other employeeperson.

4.6   Dust masks (disposable)

   4.6.1   May not be used in any atmosphere that may potentially exceed the permissible exposure limit of the airborne contaminate.

   4.6.2   The use of dust masks is considered voluntary and does not require medical surveillance or fit test.

5.06.0   Medical Evaluation

5.16.1   Employees who are required to will be assigned to wear a respirator as part of their job must complete a medical evaluation before being assigned or permitted to wear a respirator for the first time.

   6.1.1   Employees who must wear a respirator must annually complete an "Employee Medical Questionnaire, Potential Respirator Users" form and forward it to the District Environmental Health and Safety Department (MS 1016).Before conducting a fit test and using the respirator for the first time, the employee must receive medical clearance from a Licensed Health Care Professional (LHCP). online survey. MultiCare Occupational Medicine provides CCS's respiratory protection program medical evaluation services.

      6.1.1.1 Medical evaluation requires tThe employee to must complete a questionnaire via a secure web portal at https://app.vestmed.com/login/multicare/.

      6.1.1.2 Please contact the EH&S Environmental Health and Safety Ooffice at (509) 533-8686 for the Username and Password and the steps forto complete the medical evaluationthat.

6.2   (509) 533-8686 The results of the medical evaluation will be keptstored in the employee's personnelconfidential file with the Human Resources Officefile at CCS's HR office (HRO) and, with a copy will be sent to the Environmental Health and Safety OH&S Office to review for any limitations for on respirator usage and to authorize the employee for fit testing.

5.2   After the initial medical evaluation, subsequent medical evaluations are to be performed if any of the following occur:

6.3

5.2.1 ~~Your~~ The LHCP recommends them.

6.3.1

5.2.2 The ~~Respirator program administrator~~EH&S ~~O~~office informs the employee they need another medical evaluation.

6.3.2

5.2.3 Negative medical signs or symptoms are observed during use.

6.3.3

~~5.2.4~~6.3.4 Changes in the workplace conditions such as physical work effort, personal protective clothing, or temperature that could substantially increase the employee's physiological stress.~~such as temperature, activities, and physical exertion.~~

5.2.5 ~~The CCS Safety Professional shall ensure that a Licensed Health Care Professional (LHCP) evaluates the completed questionnaire and provides CCS written confirmation that the employee is qualified to wear a respirator and any conditions or limitations on respirator use.~~

~~6.0~~7.0 Respirator Fit Test

~~6.1~~7.1 A qualitative or quantitative respirator fit test ~~shall~~ will be used to determine the ability of ~~each person~~the employee to obtain a satisfactory fit with a negative-pressure respirator.

~~6.2~~7.2 The results of the fit test(s) ~~shall~~ will be used to select and assign specific types, makes, models, or sizes of negative-air respirators for use by the employee~~each person~~.

~~6.3~~7.3 Fit tests ~~shall~~ will be required:

~~6.3.1~~7.3.1 Before employees are assigned duties that may require the use of respirators;

~~6.3.2~~7.3.2 Whenever a different respirator, such as model, type, style or size is assigned;

~~6.3.3~~7.3.3 The employee becomes aware of any physical change(s) that could affect respirator fit; or

~~6.3.4~~7.3.4 The employee notifies ~~his/her~~their supervisor that the respirator fit is unacceptable.

6.4 Each employee~~person~~ who is required to wear~~s~~ a respirator must be fit-tested annually.

7.4

~~Note: For the voluntary use of half-facepiece and filtering-facepiece respirators or N95 masks, fit testing is not required.~~

~~6.5~~7.5 All fit tests ~~shall~~ will be documented and kept~~stored~~ in the employee's personnel~~confidential~~ file in HRO.~~at CCS's HR office.~~

7.6 ~~Each person who wears a respirator must be fit tested annually.~~The EH&S ~~O~~office provides qualitative fit testing. Please contact the EH&S ~~O~~office to coordinate the fit testing for your respirator.

8.0   Cleaning, Maintenance, Inspection~~,~~ and Storage of Respirators

8.1   Each employee is responsible for the cleaning and maintenance of their personal respirator.

8.1.1   Respirators are to be cleaned or disinfected as needed to keep ~~it~~them functional and to prevent~~not cause additional~~ harm to the employee~~user~~.

8.1.2   Cartridges on air purifying respirators must be monitored closely. If the cartridges are damaged, dirty, or expired, they must be replaced. If the ~~user~~employee feels as though they cannot perform their tasks without experiencing shortness of breath or difficulty breathing, they may replace the cartridges before the next use.

8.2   Employees~~Users~~ shall~~will~~ inspect their respirators before each use and replace the damaged ones.

8.3   Employees will p~~Properly~~ storage their ~~of~~ respirators. Proper storage includes protection from damage, extreme temperatures, sunlight, excessive ~~moistures~~moisture, dust, ~~and~~ contamination~~,~~ and damaging chemicals.

~~6.6~~8.4   Respirators are to be stored in a way so ~~as~~ to not cause damage to the rubber seal, cartridges~~,~~ and inhalation/exhalation apparatuses.

~~7.0~~9.0   -Employee Training

9.1   Prior to being assigned to wear a respirator, each employee must receive training in respirator use as required by WAC 296-842-16005~~WISHA respiratory protection standard~~.

~~7.1~~9.2   Contact the EH&S O~~Environmental Health and Safety o~~ffice at (509) 533-8686 to request training~~set-up~~set up this training.

~~8.0~~10.0 Record Keeping

~~8.1~~10.1 The following records ~~shall~~wil·l be maintained by both the ~~CCS Environmental Health and Safety Department~~EH&S Office and HRO for each employee using a respirator ~~wearer~~:

~~8.1.1~~   The Completed Medical Respirator Clearance form ~~;~~

~~8.1.2~~10.1.1   p~~P~~rovided by the Licensed Health Care Professional that performs the ~~initial and annual~~ medical ~~evaluations;~~evaluations~~. and the   determined interval thereafter (if needed).~~

~~8.1.3~~10.1.2   The Completed ~~Qualitative~~ Fit Test r~~R~~ecord~~s form~~.

~~8.2~~10.2 Respirator Training Record

10.2.1   ~~The subject~~ D~~d~~epartments will~~should~~ maintain a training record for their employees and forward a copy~~Copies~~ of the~~ir employee~~ training record~~s shall be forwarded~~ to HRO~~the District Human Resources Department~~office.

11.0   Program Evaluation

~~8.3~~   This procedure ~~CCS Administrative P~~procedure 2.30.05 - K (Respiratory Protection Program) is to~~ will be reviewed and ~~/~~revised as needed on an annual basis~~ annually~~ to ensure all contents of this program are up to date and ~~provide~~ all pertinent information is provided to CCS employees regarding r~~R~~espiratory h~~H~~azards and r~~R~~espirator use~~s~~.

8.411.1

12.0   Additional Resources

12.1   WA State Department of Labor and Industries (L&I) Respirators Training and Resources

12.2   OSHA Respiratory Protection Training Videos

12.3   3M Respirator Selection Guide

12.4   North Cartridge & Filter Reference Chart

8.512.5 CCS Administrative Procedure 2.30.05 - W Personal Protective Equipment Provision, Use and Care

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Originated: April 2006, Revised December 2008 December 2008, July April 2023

CCS Administrative Procedure
2.30.05 – K   Respiratory Protection Program

Implementing Board Policy 2.30.05
Contact: Environmental Health & Safety, (509) 533-8686

1.0   Purpose

Community Colleges of Spokane (CCS) is committed to the health and safety of its faculty and staff and in maintaining a safe and efficient workplace that complies with all local, state and federal safety and health regulations, programmatic standards, and with any special safety concerns identified at the unit level. Minimizing airborne contaminants where possible, and providing respiratory protective equipment where needed are important in helping to maintain a safe working environment for students, staff and visitors.

1.1   CCS has adopted WAC 296-841 Respiratory Hazards and WAC 296-842 Respirators to ensure that employees are protected from respiratory hazards.

1.2   CCS recognizes that the control of airborne contaminants by effective administrative or engineering control measures is preferable to providing employees with protective respiratory equipment.

1.3   Respiratory protective equipment, as outlined in this program, is required in those areas where administrative or engineering controls are either technically or economically unfeasible to maintain employee exposure to airborne contaminants at or below the established permissible exposure limits.

2.0   Terms and Definitions

2.1   Air-purifying Respirator: A respirator equipped with an air-purifying element such as a filter, cartridge, or canister, OR having a filtering facepiece.

2.2   Canister or Cartridge (Air Purifying): Part of an air purifying respirator that consists of a container holding materials such as fiber, treated charcoal or a combination of the two, that removes contaminants from the air passing through the cartridge or canister.

2.3   Filtering Facepiece Respirator: A tight-fitting, half-facepiece, negative pressure, particulate air-purifying respirator with the facepiece mainly composed of filter material. These respirators do not use cartridges or canisters and may have sealing surfaces composed of rubber, silicone or other plastic-like materials. They are sometimes referred to as dust masks (N95 masks).

2.4   Half-Facepiece Respirator: A tight fitting respirator that only covers the wearer's nose and mouth.

2.5   Hazardous Material: Any solid, liquid or gas that may present some form of health or physical risk to personnel.

2.6   Licensed Health Care Professional (LHCP): An individual whose legally permitted scope of medical practice allows them to provide some or all the health care services required for respirator users' medical evaluations.

2.7   PEL – Permissible Exposure Limit: Employee exposures to toxic substances or harmful agents that must not be exceeded.

2.8   <u>Qualitative Fit Test</u>: A test that determines the adequacy of respirator fit for an individual. The test relies on the employee's ability to detect a test substance. Test results are either "pass" or "fail."

2.9   <u>Quantitative Fit Test</u>: A test that determines the adequacy of respirator fit for an individual. The test relies on specialized equipment that performs numeric measurements of leakage into the respiratory inlet covering. Test results are used to calculate a "fit factor."

2.10   <u>Required Use:</u> Respirator use that is mandated by employers or necessary to protect employees from respiratory hazards encountered on the job.

2.11   <u>Seal Check:</u> Actions conducted by the respirator user each time the respirator is put on to determine if the respirator is properly positioned on the face.

2.12   <u>Voluntary Use:</u> Respirator use that is requested by the employee and permitted by the employer when no respiratory hazards exist.

3.0   Responsibilities

3.1   The Environmental Health and Safety (EH&S) Office will:

     3.1.1   Monitor this program and conduct periodic audits to ensure that the basic elements are functioning according to this written plan.

     3.1.2   Conduct occupational exposure monitoring when indicated to ensure that the appropriate level of respiratory protection has been identified.

     3.1.3   Assist in arranging medical evaluations.

     3.1.4   Conduct respirator fit tests for CCS employees who are required to wear respirators.

     3.1.5   Establish initial training and annual refresher training for employees.

     3.1.6   Maintain records relating to respirator medical evaluation and fit tests as required in WAC 296-842 Respirators.

3.2   Departments will:

     3.2.1   Purchase respirators, replacement parts, etc. as needed for the employees within the department.

     3.2.2   Monitor and enforce respirator use within the department.

     3.2.3   Periodically evaluate the need for and use of respirators within the department.

     3.2.4   Coordinate respirator fit tests and training for employees in the department with the EH&S Office.

     3.2.5   Cover the cost of medical evaluations for the employees in the department by a qualified physician when the employees are required to wear a respirator as part of their job.

3.3   Supervisors will:

     3.3.1   Ensure that all personnel under their authority are knowledgeable of the respiratory hazards for the areas in which they work.

3.3.2   Ensure all personnel under their authority receive the appropriate level of respirator training and that they comply with this respiratory protection program.

3.3.3   Alert the EH&S Office whenever a change in the work environment may affect the respiratory protection program.

3.4   Employees using respirators will:

3.4.1   Be familiar with the respiratory hazards and protection requirements of their work area and follow the applicable procedures defined in the respirator protection program and during training.

3.4.2   Maintain their equipment in a clean and operable condition, including proper storage to protect it against dust, sunlight, heat, extreme cold, excessive moisture or damaging chemicals.

3.4.3   Inspect their respirator before each use to ensure it is functional and free of damage.

3.4.4   Seal check their respirator before each use to ensure it is properly positioned on their face.

3.4.5   Notify their supervisor of any changes in their physical condition that might affect their use of a respirator.

3.4.6   Leave the hazardous area for any respirator-related malfunction, such as, but not limited to, the following:

3.4.6.1 Failure of the respirator to provide adequate protection;

3.4.6.2 Detection of leakage of air contaminant into the respirator;

3.4.6.3 Increase in breathing resistance while wearing the respirator;

3.4.6.4 Severe discomfort while wearing the respirator.

3.4.7   Remain alert to changing work conditions in regard to respiratory hazards and degree of exposure or stress and respond to any changes in an appropriate, safety-focused manner.

4.0   Voluntary Use of Respirators

4.1   Employees who are not exposed to respiratory hazards may choose to use a half-facepiece respirator or filtering-facepiece respirator at their discretion. For more information on equipment provision responsibility, please refer to [CCS Administrative Procedure 2.30.05 - W Personal Protective Equipment Provision, Use and Care](#).

4.2   Voluntary use of half-facepiece respirator requires medical evaluation/clearance prior to first use and at a determined interval thereafter, if needed, to ensure the use of such a respirator will not cause adverse health consequences for the employee. Medical evaluation costs for voluntary use of a respirator are at the employee's own expense.

4.3   Voluntary use of half-facepiece respirators and filtering-facepiece respirators such as N95 masks do not require fit testing.

4.4   Employees who use a respirator voluntarily will follow these guidelines:

4.4.1 Employees will be familiar with the design, operation, appropriate use conditions and limitations of the specific respirator they are choosing to use.

4.4.2 Employees will follow all maintenance guidelines outlined in section 8.0 of this procedure.

4.4.3 In situations where a respirator is required to be worn, employees will follow the guidelines for required use under this procedure and will not use their chosen respirator for voluntary use.

5.0   Respirator Selection for Required Use

5.1 Where practical, exposure to contamination will be reduced or eliminated by engineering controls. Examples include: general and local ventilation and exhaust; enclose and isolate equipment and processes; and/or substitution of less hazardous processes or materials.

5.2 The departments should work with the EH&S Office to conduct hazard assessments and evaluate whether respiratory protection is necessary for the employees. This assessment will identify areas and tasks where respiratory protection may be required and determine the appropriate types of respirators needed. Please contact the EH&S Office for assistance with a hazard assessment at (509) 533-8686.

5.3 Respirators will be selected based on the hazards identified during the hazard assessment. The selection process will consider the specific respirator models, sizes, and cartridge/filter combinations required for each hazardous task. The EH&S Office must review each respirator selection .

5.4 Respirators must be approved and certified by appropriate agencies as determined by the EH&S Office.

5.5 Respirators will be furnished at no cost to the employee.

5.6 Air purifying filter/cartridge respirators will be assigned to individuals and no employee will be required to loan or share their respirator with any other employee.

6.0   Medical Evaluation

6.1 Employees who are required to wear a respirator as part of their job must complete a medical evaluation before being permitted to wear a respirator for the first time.

6.1.1 Before conducting a fit test and using the respirator for the first time, the employee must receive medical clearance from a Licensed Health Care Professional (LHCP). MultiCare Occupational Medicine provides CCS's respiratory protection program medical evaluation services.

6.1.1.1 Medical evaluation requires the employee to complete a questionnaire via a secure web portal at https://app.vestmed.com/login/multicare/.

6.1.1.2 Please contact the EH&S Office at (509) 533-8686 for the Username and Password and the steps for the medical evaluation.

6.2 The results of the medical evaluation will be kept in the employee's personnel file with the Human Resources Office (HRO) and a copy will be sent to the EH&S Office to review for any limitations for respirator usage and to authorize the employee for fit testing.

6.3   After the initial medical evaluation, subsequent medical evaluations are to be performed if any of the following occur:

     6.3.1   The LHCP recommends them.

     6.3.2   The EH&S Office informs the employee they need another medical evaluation.

     6.3.3   Negative medical signs or symptoms are observed during use.

     6.3.4   Changes in the workplace conditions such as physical work effort, personal protective clothing, or temperature that could substantially increase the employee's physiological stress.

7.0   Respirator Fit Test

7.1   A qualitative or quantitative respirator fit test will be used to determine the ability of the employee to obtain a satisfactory fit with a negative-pressure respirator.

7.2   The results of the fit test(s) will be used to select and assign specific types, makes, models, or sizes of negative-air respirators for use by the employee.

7.3   Fit tests will be required:

     7.3.1   Before employees are assigned duties that may require the use of respirators;

     7.3.2   Whenever a different respirator, such as model, type, style or size is assigned;

     7.3.3   The employee becomes aware of any physical change(s) that could affect respirator fit; or

     7.3.4   The employee notifies their supervisor that the respirator fit is unacceptable.

7.4   Each employee who is required to wear a respirator must be fit-tested annually.

7.5   All fit tests will be documented and kept in the employee's personnel file in HRO.

7.6   The EH&S Office provides qualitative fit testing. Please contact the EH&S Office to coordinate the fit testing for your respirator.

8.0   Cleaning, Maintenance, Inspection and Storage of Respirators

8.1   Each employee is responsible for the cleaning and maintenance of their personal respirator.

     8.1.1   Respirators are to be cleaned or disinfected as needed to keep them functional and to prevent harm to the employee.

     8.1.2   Cartridges on air purifying respirators must be monitored closely. If the cartridges are damaged, dirty, or expired, they must be replaced. If the employee feels as though they cannot perform their tasks without experiencing shortness of breath or difficulty breathing, they may replace the cartridges before the next use.

8.2   Employees will inspect their respirators before each use and replace the damaged ones.

8.3   Employees will properly store their respirators. Proper storage includes protection from damage, extreme temperatures, sunlight, excessive moisture, dust, contamination and damaging chemicals.

8.4   Respirators are to be stored in a way so as to not cause damage to the rubber seal, cartridges and inhalation/exhalation apparatuses.

9.0   Employee Training

9.1   Prior to being assigned to wear a respirator, each employee must receive training in respirator use as required by WAC 296-842-16005.

9.2   Contact the EH&S Office at (509) 533-8686 to request training.

10.0   Record Keeping

10.1   The following records will be maintained by both the EH&S Office and HRO for each employee using a respirator:

10.1.1   The Completed Medical Respirator Clearance form provided by the Licensed Health Care Professional that performs the medical evaluation.

10.1.2   The Completed Fit Test records.

10.2   Respirator Training Record

10.2.1   Departments will maintain a training record for their employees and forward a copy of the training record to HRO.

11.0   Program Evaluation

11.1   This procedure will be reviewed and revised as needed on an annual basis to ensure all contents of this program are up to date and all pertinent information is provided to CCS employees regarding respiratory hazards and respirator use.

12.0   Additional Resources

12.1   WA State Department of Labor and Industries (L&I) Respirators Training and Resources

12.2   OSHA Respiratory Protection Training Videos

12.3   3M Respirator Selection Guide

12.4   North Cartridge & Filter Reference Chart

12.5   CCS Administrative Procedure 2.30.05 - W Personal Protective Equipment Provision, Use and Care

CCS Administrative Procedure
2.30.05 - O   Automatic External Defibrillator (AED) Use and Safety

Implementing Board Policy 2.30.05
Contact: ~~Director of Compliance~~Environmental Health and Safety, 509-533-8686

1.0   Workplace Safety Objective and Responsibilities (summary of Board of Trustees Policy 2.30.05)

Community Colleges of Spokane (CCS) is committed to the health and safety of its faculty and staff, and in maintaining a safe and efficient workplace that complies with all local, state and federal safety and health regulations, programmatic standards, and with any special safety concerns identified at the unit level. This includes providing safety and emergency response equipment that may promote the health and safety of students, faculty, staff and members of the public including automatic external defibrillators (AED).

1.1   Every person in the organization shall be assigned the responsibility for both individual and organizational safety. Failure to follow safety and health guidelines or being engaged in any conduct that places the employee, other employees, students or members of the public at risk may be cause for disciplinary action, up to and including termination of employment.

1.2   It shall be the responsibility of the departments and the ~~-~~Environmental Health and Safety ~~Department~~ (EH&S) O~~o~~ffice to take all reasonable steps to inform employees of their rights and establish training in the workplace with regard to applicable regulations and procedures for protecting health and safety.

1.3   All employees shall protect their own health and safety and work in compliance with current regulations and standards with safe work practices and procedures established by CCS. They must report any health hazards and unsafe conditions or practices to supervisory staff for corrective action. All procedures will remain in proper compliance with the Washington Industrial Safety and Health Act (WISHA), Chapter 49.17 RCW. This requires CCS to "furnish to each of its employees a place of employment free from recognized hazards that are causing or likely to cause serious injury or death to its employees" (RCW 49.17.060).

2.0   Definitions

The following definitions are specific to the terms of this procedure and do not modify or revise similar terms as used in related procedures or collective bargaining agreements.

2.1   AED: A~~a~~utomatic external defibrillators. An automated computerized medical device programmed to analyze heart rhythm, recognize rhythms that require defibrillation, and provide visual and voice instructions for the device operator, included, if indicated, to push the button to deliver an electric shock.

2.2   AED responder: A~~a~~ volunteer individual who is trained in AED use and is available to respond to Sudden Cardiac Arrest (SCA) medical emergencies.

2.~~2~~2.3   CPR: Cardio-pulmonary Resuscitation. Rescue breathing and external cardiac compression applied to a~~n~~ injured person~~victim~~ in respiratory and/or sudden cardiac arrest.

2.~~3~~2.4   EMS: Emergency Medical System. Professional community responder agency for emergency events, which provide medical assistance and/or ambulance transport.

2.~~4~~2.5   Rescue Breathing: Artificial ventilation of a~~n~~ injured person~~victim~~ in respiratory and/or sudden cardiac arrest.

2.~~5~~2.6   SCA: Sudden Cardiac Arrest. A significant life-threatening event when a person's heart stops or fails to produce a pulse.

2.62.7   Volunteer responder: Aanyone can, at their discretion, provide voluntary assistance to injured personsvictims of medical emergencies. The extent to which these individuals respond shall be appropriate to their training and experience. These responders are encouraged to contribute to emergency response only to the extent that they are comfortable. An emergency medical response may include CPR, AED, or medical first aid.

3.0   AED Authorized Use

The EH&Snvironment Health and Safety Ooffice Department in consultation with the Building Administrator or Manager will authorize placement of Automatic External Defibrillator (AED) units in campus buildings so that they are readily accessible, consistent with this procedure.

3.1   This procedure provides for consistent application, location, maintenance, inspection, testing, calibration and repair of CCS AED equipment. This procedure is not intended to cover all circumstances involved in such emergencies.

3.2   Before placing an AED unit in service in a CCS building within Spokane County, medical authorization must be acquired from Spokane County EMS & Trauma Care Council (509-625-7122).

   3.2.1   Spokane County Public Access Defibrillation provides medical direction and instruction on AED unit use.

3.3   CCS buildings located outside of Spokane County should refer to their county's requirements for obtaining medical authorization for AED units.

4.0   Responsibilities Authorization

A Before placing an AED unit in service inat a CCS building within Spokane County, medical authorization must be acquired from Spokane County EMS & Trauma Care Council (509-625-7122). Those CCS buildings located outside of Spokane County should refer to their county's requirements for obtaining medical authorization for AED units. licensed physician or medical authority will be designated as the District Medical Advisor and will provide CCS with the following services:

   Spokane County Public Access Defibrillation provides medical direction and instruction on AED unit use.

4.1   CCS buildings located outside of Spokane County should refer to their county's requirements for obtaining medical authorization for AED units.

   4.1.1   Spokane County Public Access Defibrillation provides medical direction and instruction on AED use. Provide medical direction for use of AED's.

   4.1.2   Write a prescription for AED's.

   4.1.3   Be consulted to provide oversight to ensure quality control of this program.

4.2   District Safety Committee: the District shall form a Safety Committee to provide input to the Environment Health and Safety Department on key safety issues, including issues involving AED's.

   4.2.1   As related to this AED procedure, the role of the safety committee will be to:

   4.2.2   Assist the Environmental Health and Safety Department with implementation of this procedure.

   4.2.3   Assist with an annual review of the District AED program.

   4.2.4   Assist in reviewing the authorized locations of AEDs within the District.

   4.2.5   Any modifications made to the AED response procedures must be approved by the AED Committee and properly communicated to all AED responders of record.

4.34.1   ~~Environmental, Health and Safety Department~~(EH&S) Office: It is the responsibility of the EH&S Office~~department~~ to:

 4.3.14.1.1   Develop and maintain the District AED policies and procedures.

 4.3.24.1.2   Ensure compliance with the District AED policies and procedures.

 4.1.3   Provide oversight to ensure CCS complies with the provisions of RCW 70.54.310, including the registration of AEDs and obtaining Medical Authorization.

 ~~4.3.3   Ensure compliance with State and local regulations regarding AEDs.~~

 ~~4.3.4   Maintain a list of AED responders and their training records.~~

 4.3.54.1.4   Administer~~Control~~ the budget to provide maintenance, replace parts, and ~~pay for training requirements. Replace~~ any supplies as needed.

 4.3.64.1.5   Review the AED program annually to evaluate effectiveness.

 4.3.74.1.6   Following an event, en~~as~~sure an after-action review is promptly completed.

 4.3.84.1.7   Ensure~~Assure~~ the required maintenance, testing, and calibration of the AED unit and related response equipment is completed ~~by~~ following the manufacturer's recommendations.

 4.3.94.1.8   Maintain files of records pertinent to the District AED program.

4.44.2   Office of Campus Security~~Security Department~~: It is the responsibility of the Office of Campus Security ~~campus security department~~ to:

 4.4.14.2.1   Complete ~~weekly~~ monthly inspections of all AEDs on campus.

  4.2.1.1   ~~The AED units at CCS buildings are mainly Zoll Plus AED and a few Cardiac Science AEDs. Both M~~manufacturers' instructions recommend at least monthly inspection of their AED units.

  4.2.1.2   Refer to the maintenance and inspection checklist provided by each manufacturer when completing inspections.

  4.2.1.3   Collect the AED inspection records and send them to the EH&S O~~o~~ffice annually.

  Note: For the off-campus buildings, depending on their locations, the building manager may assign someone to perform the monthly inspection of their AED units.

 4.4.24.2.2   ~~Inspection records will be M~~maintain inspection records~~ed~~ at each installation location.

 4.4.34.2.3   ~~The Campus Security department shall~~Immediately ~~r~~Report any missing or damaged accessories to the ~~District Safety Professional~~EH&S O~~o~~ffice ~~immediately~~ (~~434-5043~~509-533-8686).

5.0   AED Responders

5.1   Employees who ~~have been trained and accepted~~ voluntarily accept the responsibility under this procedure to be an AED responder must meet the following requirements:

 5.1.1   Successfully complete ~~all required~~ AED and Cardiopulmonary resuscitation (CPR) training.

 5.1.2   Respond to emergency calls related to AED use.

~~5.2   Follow the guidelines of this AED program.~~

 5.1.3

~~5.3~~5.2   AED Responder Training Requirements: ~~Every two years~~ ~~E~~employees who volunteer to be an AED responder must successfully complete basic AED and CPR training every two years.~~.~~ ~~on the model(s) that they will use so that they will become familiar with the device and are able to successfully operate it in an emergency. (4 hours)~~

   5.2.1   ~~The~~ CCS ~~District Environmental, Health and Safety office~~ departments are~~is~~ responsible for scheduling AED training ~~classes and that the instructors are qualified to present such training~~ ~~for~~ to their AED responders. They can also contact the EH&S ~~O~~office if they need assistance with selecting a training provider~~help~~.

   ~~5.3.1~~5.2.2   Each department should maintain the list of AED responders for their areas.

5.3   Training Records: ~~E~~Records of the ~~e~~mployee training records ~~should be~~ are maintained by the employee's department. Copies~~A copy~~ of the training records should also be sent to the E~~H&S~~nvironmental Health and Safety ~~Department and~~O~~o~~ffice. ~~as well.~~ ~~recorded in the employee's official personnel file.~~

5.4   According to RCW 70-54-310, individuals acting as Good Samaritans under RCW 4.24.300 are exempt from Section 5 of this policy when using a defibrillator during an emergency, regardless of their training or experience. The protection from civil liability does not apply if the acts or omissions amount to gross negligence or willful or wanton misconduct.

6.0   AED Equipment and Maintenance

AED equipment shall not be used outside the parameters of this procedure and should not be moved from ~~their~~ assigned locations except for required maintenance, service, testing~~,~~ or repair.

6.1   The ~~Campus Security Department~~Office of Campus Security should be notified any time that AED equipment is removed from service at any assigned location.

6.2   Because of rapidly changing technology, ~~the~~ CCS~~District~~ does not recommend a specific model or manufacturer of AED equipment. All models have similar features, but the slight differences allow them to meet a variety of needs.

6.3   All accessory equipment must remain with the AED unit and must be inspected ~~weekly~~ monthly for readiness of use and integrity of the device.

6.4   When necessary, AED units may be removed by ~~EH&S~~the Security O~~o~~fficers~~nvironment Health and Safety personnel~~ for the purpose of cleaning the AED unit using the recommended procedures and cleaning agents specified by the manufacturer.

~~6.4~~6.5   The EH&S office (509-533-8686) needs to be notified if there is an AED unit malfunction or the unit or its accessories need to be replaced,

7.0   AED Response

Any individual who recognizes a medical emergency initiates the workplace AED response immediately by:

7.1   Notification: Calling or requesting that a bystander call 911 to request emergency medical assistance.

   7.1.1   A second call shall be made to C~~c~~ampus S~~s~~ecurity (509-533-3333) and ~~provide~~ the following information should be provided:

      7.1.1.1 Type of emergency;

      7.1.1.2 ~~l~~Location of the emergency; and

      7.1.1.3 a b~~B~~rief description of the injured ~~person~~victim ~~and~~person and/or the situation.

7.2   At the scene: Tthe AED responder willshould: next:

    7.2.1   Verify scene safety before assessing the injured personvictim.

    7.2.2   Confirm that 911 emergency services have been notified and that emergency responders are on the way to the scene.

    7.2.3   Render injured personvictim care only to the level of their training which may include following the response protocols detailed by the AED equipment manufacturer.

    7.2.4   Continue to provide appropriate injured personvictim care until a higher medical authority arrives or the injured personvictim refuses care.

    7.2.5   Once emergency responders arrive, the AED responder transfers injured personvictim care to the emergency responders Emergency Medical Services agency for appropriate advanced medical treatment.

    7.2.57.2.6   According to RCW 70.54.310, those who operate an AED under this section are immune from civil liability for any personal injury that results from the use of the defibrillator in an emergency situation.

7.3   Post event: After any incident in which an AED is used to provide emergency medical assistance to an injured personvictim, Ccampus Ssecurity shall promptly notify the Environmental Health and Safety DepartmentEH&S Office.

    7.3.1   The AED unit that has beenwas used will be inspected and supplies replaced as needed. The AED unit will then be returned to its designated location.

    7.3.2   As soon as possible, the EH&S Safety ProfessionalOofficers, the Campus Security Manager, Director and the AED responder(s) shall conduct an evaluation of the response efforts to identify strengths and deficiencies of the response plan as revealed by the incident.

    7.3.3   To prevent violation of injured personvictim confidentiality, AED responders are to refrain from open discussion of any aspects of the medical event. Injured personVictim confidentiality must be maintained in accordance with all state and federal regulations.

    7.3.4   The EH&S Safety ProfessionalOofficers areis to ensure that appropriate parties should beare notified of equipment irregularities so that the device manufacturer may be contactednotified immediately.

Originated: October 2007
Cabinet approval: October 2007
Revised: SeptembJulyer 20232

CCS Administrative Procedure
2.30.05 - O   Automatic External Defibrillator (AED) Use and Safety

Implementing Board Policy 2.30.05
Contact: Environmental Health and Safety, 509-533-8686

1.0   Workplace Safety Objective and Responsibilities (summary of Board of Trustees Policy 2.30.05)

Community Colleges of Spokane (CCS) is committed to the health and safety of its faculty and staff, and in maintaining a safe and efficient workplace that complies with all local, state and federal safety and health regulations, programmatic standards, and with any special safety concerns identified at the unit level. This includes providing safety and emergency response equipment that may promote the health and safety of students, faculty, staff and members of the public including automatic external defibrillators (AED).

1.1   Every person in the organization shall be assigned the responsibility for both individual and organizational safety. Failure to follow safety and health guidelines or being engaged in any conduct that places the employee, other employees, students or members of the public at risk may be cause for disciplinary action, up to and including termination of employment.

1.2   It shall be the responsibility of the departments and the Environmental Health and Safety (EH&S) Office to take all reasonable steps to inform employees of their rights and establish training in the workplace with regard to applicable regulations and procedures for protecting health and safety.

1.3   All employees shall protect their own health and safety and work in compliance with current regulations and standards with safe work practices and procedures established by CCS. They must report any health hazards and unsafe conditions or practices to supervisory staff for corrective action. All procedures will remain in proper compliance with the Washington Industrial Safety and Health Act (WISHA), Chapter 49.17 RCW. This requires CCS to "furnish to each of its employees a place of employment free from recognized hazards that are causing or likely to cause serious injury or death to its employees" (RCW 49.17.060).

2.0   Definitions

The following definitions are specific to the terms of this procedure and do not modify or revise similar terms as used in related procedures or collective bargaining agreements.

2.1   AED: Automatic external defibrillators. An automated computerized medical device programmed to analyze heart rhythm, recognize rhythms that require defibrillation, and provide visual and voice instructions for the device operator, included, if indicated, to push the button to deliver an electric shock.

2.2   AED responder: A volunteer individual who is trained in AED use and is available to respond to Sudden Cardiac Arrest (SCA) medical emergencies.

2.3   CPR: Cardio-pulmonary Resuscitation. Rescue breathing and external cardiac compression applied to an injured person in respiratory and/or sudden cardiac arrest.

2.4   EMS: Emergency Medical System. Professional community responder agency for emergency events, which provide medical assistance and/or ambulance transport.

2.5   Rescue Breathing: Artificial ventilation of an injured person in respiratory and/or sudden cardiac arrest.

2.6   SCA: Sudden Cardiac Arrest. A significant life-threatening event when a person's heart stops or fails to produce a pulse.

2.7   Volunteer responder: Anyone can, at their discretion, provide voluntary assistance to injured persons of medical emergencies. The extent to which these individuals respond shall be appropriate to their training and experience. These responders are encouraged to contribute to emergency response only to the extent that they are comfortable. An emergency medical response may include CPR, AED, or medical first aid.

3.0   AED Authorized Use

The EH&S Office in consultation with the Building Administrator or Manager will authorize placement of Automatic External Defibrillator (AED) units in campus buildings so that they are readily accessible, consistent with this procedure.

3.1   This procedure provides for consistent application, location, maintenance, inspection, testing, calibration and repair of CCS AED equipment. This procedure is not intended to cover all circumstances involved in such emergencies.

3.2   Before placing an AED unit in service in a CCS building within Spokane County, medical authorization must be acquired from Spokane County EMS & Trauma Care Council (509-625-7122).

    3.2.1   Spokane County Public Access Defibrillation provides medical direction and instruction on AED unit use.

3.3   CCS buildings located outside of Spokane County should refer to their county's requirements for obtaining medical authorization for AED units.

4.0   Responsibilities

4.1   EH&S Office: It is the responsibility of the EH&S Office to:

    4.1.1   Develop and maintain the District AED policies and procedures.

    4.1.2   Ensure compliance with the District AED policies and procedures.

    4.1.3   Provide oversight to ensure CCS complies with the provisions of RCW 70.54.310, including the registration of AEDs and obtaining Medical Authorization.

    4.1.4   Administer the budget to provide maintenance, replace parts and any supplies as needed.

    4.1.5   Review the AED program annually to evaluate effectiveness.

    4.1.6   Following an event, ensure an after-action review is promptly completed.

    4.1.7   Ensure the required maintenance, testing and calibration of the AED unit and related response equipment is completed following the manufacturer's recommendations.

    4.1.8   Maintain files of records pertinent to the District AED program.

4.2   Office of Campus Security: It is the responsibility of the Office of Campus Security to:

    4.2.1   Complete monthly inspections of all AEDs on campus.

        4.2.1.1 Manufacturers' instructions recommend at least monthly inspection of their AED units.

        4.2.1.2 Refer to the maintenance and inspection checklist provided by each manufacturer when completing inspections.

        4.2.1.3 Collect the AED inspection records and send them to the EH&S Office annually.

                Note: For the off-campus buildings, depending on their locations, the building manager may assign someone to perform the monthly inspection of their AED units.

      4.2.2   Maintain inspection records at each installation location.

      4.2.3   Immediately report any missing or damaged accessories to the EH&S Office (509-533-8686).

5.0   AED Responders

5.1   Employees who voluntarily accept the responsibility under this procedure to be an AED responder must meet the following requirements:

      5.1.1   Successfully complete AED and Cardiopulmonary resuscitation (CPR) training.

      5.1.2   Respond to emergency calls related to AED use.

      5.1.3   Follow the guidelines of this AED program.

5.2   <u>AED Responder Training Requirements</u>: Employees who volunteer to be an AED responder must successfully complete basic AED and CPR training every two years.

      5.2.1   CCS departments are responsible for scheduling AED training to their AED responders. They can also contact the EH&S Office if they need assistance with selecting a training provider.

      5.2.2   Each department should maintain the list of AED responders for their areas.

5.3   <u>Training Records</u>: Employee training records are maintained by the employee's department. Copies of the training records should also be sent to the EH&S Office.

5.4   According to RCW 70-54-310, individuals acting as Good Samaritans under RCW 4.24.300 are exempt from Section 5 of this policy when using a defibrillator during an emergency, regardless of their training or experience. The protection from civil liability does not apply if the acts or omissions amount to gross negligence or willful or wanton misconduct.

6.0   AED Equipment and Maintenance

AED equipment shall not be used outside the parameters of this procedure and should not be moved from assigned locations except for required maintenance, service, testing or repair.

6.1   The Office of Campus Security should be notified any time that AED equipment is removed from service at any assigned location.

6.2   Because of rapidly changing technology, CCS does not recommend a specific model or manufacturer of AED equipment. All models have similar features, but the slight differences allow them to meet a variety of needs.

6.3   All accessory equipment must remain with the AED unit and must be inspected monthly for readiness of use and integrity of the device.

6.4   When necessary, AED units may be removed by the Security Office for the purpose of cleaning the AED unit using the recommended procedures and cleaning agents specified by the manufacturer.

6.5   The EH&S office (509-533-8686) needs to be notified if there is an AED unit malfunction or the unit or its accessories need to be replaced,

7.0   AED Response

Any individual who recognizes a medical emergency initiates the workplace AED response immediately by:

7.1   <u>Notification:</u> Calling or requesting that a bystander call 911 to request emergency medical assistance.

      7.1.1   A second call shall be made to Campus Security (509-533-3333) and the following information should be provided:

          7.1.1.1 Type of emergency;

          7.1.1.2 location of the emergency; and

          7.1.1.3 a brief description of the injured person and/or the situation.

7.2   <u>At the scene:</u> The AED responder will:

    7.2.1   Verify scene safety before assessing the injured person.

    7.2.2   Confirm that 911 emergency services have been notified and that emergency responders are on the way to the scene.

    7.2.3   Render injured person care only to the level of their training which may include following the response protocols detailed by the AED equipment manufacturer.

    7.2.4   Continue to provide appropriate injured person care until a higher medical authority arrives or the injured person refuses care.

    7.2.5   Once emergency responders arrive, the AED responder transfers injured person care to the emergency responders for advanced medical treatment.

    7.2.6   According to RCW 70.54.310, those who operate an AED under this section are immune from civil liability for any personal injury that results from the use of the defibrillator in an emergency situation.

7.3   <u>Post event</u>**:** After any incident in which an AED is used to provide emergency medical assistance to an injured person, Campus Security shall promptly notify the EH&S Office.

    7.3.1   The AED unit that was used will be inspected and supplies replaced as needed. The AED unit will then be returned to its designated location.

    7.3.2   As soon as possible, the EH&S Officers, the Campus Security Director and the AED responder(s) shall conduct an evaluation of the response efforts to identify strengths and deficiencies of the response plan as revealed by the incident.

    7.3.3   To prevent violation of injured person confidentiality, AED responders are to refrain from open discussion of any aspects of the medical event. Injured person confidentiality must be maintained in accordance with all state and federal regulations.

    7.3.4   The EH&S Officers are to ensure that appropriate parties are notified of equipment irregularities so that the device manufacturer may be contacted immediately.

CCS Administrative Procedure
6.00.01-A   Building Improvement Requests (BIRs)

Implementing Board Policy 6.00.01
Contact: Chief Administration Officer, 434-5037

1.0   Improvement to Facilities and Sites Objective and Responsibilities (summary of Board of Trustees Policy 6.00.01)

Community Colleges of Spokane (CCS), recognizing the importance of providing and maintaining quality facilities and infrastructure to enhance the delivery of education and support services to the community, will provide for and operate its facilities in an effective and efficient manner. This includes periodic modification, enhancement, or improvements to those facilities/sites in support of delivery of services and to maximize functionality and safety of the work environment.

1.1   CCS will preserve its capital resources to both the maximum benefit of students and return on capital investment. Consistent with this priority, maintenance and operation work will be managed at levels needed to preserve capital investments. Non-maintenance work, including Building Improvement Requests (BIRs), is considered secondary to corrective and preventative maintenance activities.

1.2   The District Director of Facilities is responsible for administering this procedure.

1.3   All district facilities are subject to this procedure without exception.

1.4   BIRs and estimates will be performed on a full-cost recovery basis. Cost estimates using this recovery basis will be provided in advance of performing the work and work will only proceed with budget approving authority over the requesting unit.

2.0   Definitions

The following definitions are specific to the terms of this procedure and do not modify or revise similar terms as used in related procedures or collective bargaining agreements.

2.1   <u>District Director of Facilities:</u> the administrator responsible for Facilities Department.

2.2   <u>Facility:</u> a district owned or controlled property, building or component of that property/building. This may also include leased buildings and property per the terms of that specific lease.

2.3   <u>Budget Approving Authority:</u> the administrator or assigned representative identified within the department who oversees fiscal management and has the authority to approve expenditures for the specific budget chart string associated with the BIR or estimate.

2.4   <u>Preventive Maintenance (PM):</u> systemic inspection, detection and proactive correction before failure/breakdown develops into major defects. Includes tests, measurements, adjustments, parts replacement and cleaning performed specifically to ensure maximum operational benefit and preservation of capital investments.

2.5   <u>Corrective Maintenance (CM):</u> corrective, safety and/or regulatory work, including work that is identified through preventive maintenance inspections or employee observation, necessary to repair or replace facility components or equipment requiring immediate attention because functioning is impaired, or health and safety are endangered. Corrective maintenance supersedes all other categories of maintenance.

2.6   <u>Building Improvement Requests (BIRs):</u> Non-corrective work involving the modification, enhancement, or improvement of existing facilities/sites in support of service delivery, functionality, or safety of the learning/work environment.

2.7   Full Cost Recovery: all associated project costs including material, vendor, contractor, equipment rental and labor (salary and benefit) costs. Does not include associated overhead or Facilities owned equipment costs. Does include motor pool mileage costs.

3.0   Prioritization of Building Improvement Requests (BIRs)

3.1   BIRs will be prioritized by college/district leadership and relayed to the respective campus Director of Maintenance and Operations for planning and implementation.

3.1.1   Colleges may reprioritize existing BIRs as they desire or delegate to their respective Directors of Maintenance and Operations.

4.0   Processing of Building Improvement Requests

4.1   Each college/district department will submit BIR or estimate requests utilizing the electronic process on the Facilities website.

4.2   Colleges/district departments submitting a BIR must provide a valid budget number and approval before work will proceed.

4.3   Colleges/district departments requesting a preliminary cost estimate will:

4.3.1   Receive a Rough Order Magnitude (ROM) cost estimate. Internal labor costs reflect overtime rates but may be billed according to regular rates if work can be done during normal hours of duty. Estimates may include up to 10% labor contingency and up to 20% material contingency and includes applicable state taxes.

4.3.2   Cost estimates will be honored for 60 calendar days after estimate meaning the approving authority of the requesting department must approve the cost estimate within 60 days of receiving the cost estimate. Once approved, the estimate will be honored unless the delay is caused by entities outside of the control of the facilities department.

4.3.3   The budget approving authority or the requestor on behalf of the budget approving authority may approve/cancel the estimate or request consultation regarding possible cost reduction alternatives or re-scoping. Once approved, the project will be staffed and completed as prioritized by the college/district department or delegated authority.

4.3.4   If anticipated costs for improvement or repair are to exceed $~~45k~~ 90k single trade and $~~90k~~ 110k multi-trade, complete plans and specifications for the work shall be prepared and put out for public bid in accordance with RCW 28B.50.330. As such, the estimate will be deferred to Capital who will provide a rough estimate for Architectural and Engineer (A&E) fees to assist in project design if the requesting department would like to proceed. This will be an additional cost incurred to the requesting department.

4.3.5   Facilities management will monitor project costs and obtain authorization whenever project cost projections will exceed 10% of the approved cost estimate.

5.0   BIR Billing and Cost Recovery

5.1   BIR project billing will be done on a full cost recovery basis. Facilities will process a BIR chargeback (voucher transfer) report to be sent monthly to the accounting department. The unit's fiscal analyst will review the report to ensure accuracy and then authorize charges to the appropriate unit's budget.

5.1.1   Billing will be accomplished monthly for work completed the month prior.

5.1.2   Larger projects may be billed more often as dictated by pre-determined and/or unit authorized milestones, or where the cost of vendor, contractor, or material purchases warrant.

6.0   Preventive and Corrective Maintenance

PM and CM work is exempt from this procedure and will be accomplished by the processes outlined in Administrative Procedure, 6.00.01-B – Preventive Maintenance and 6.00.01-C – Corrective Maintenance, respectively.

7.0   Related Information

BIR Chargeback Rates

Originated: March 2008; revised August 2018; September 2020, June 2023
Cabinet approval: March 2008; September 2018; October 2020,

CCS Administrative Procedure
6.00.01-A   Building Improvement Requests (BIRs)

Implementing Board Policy 6.00.01
Contact: Chief Administration Officer, 434-5037

1.0   Improvement to Facilities and Sites Objective and Responsibilities (summary of Board of Trustees Policy 6.00.01)

Community Colleges of Spokane (CCS), recognizing the importance of providing and maintaining quality facilities and infrastructure to enhance the delivery of education and support services to the community, will provide for and operate its facilities in an effective and efficient manner. This includes periodic modification, enhancement, or improvements to those facilities/sites in support of delivery of services and to maximize functionality and safety of the work environment.

1.1   CCS will preserve its capital resources to both the maximum benefit of students and return on capital investment. Consistent with this priority, maintenance and operation work will be managed at levels needed to preserve capital investments. Non-maintenance work, including Building Improvement Requests (BIRs), is considered secondary to corrective and preventative maintenance activities.

1.2   The District Director of Facilities is responsible for administering this procedure.

1.3   All district facilities are subject to this procedure without exception.

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   4.3.3   The budget approving authority or the requestor on behalf of the budget approving authority may approve/cancel the estimate or request consultation regarding possible cost reduction alternatives or re-scoping. Once approved, the project will be staffed and completed as prioritized by the college/district department or delegated authority.

   4.3.4   If anticipated costs for improvement or repair are to exceed $90k single trade and $110k multi-trade, complete plans and specifications for the work shall be prepared and put out for public bid in accordance with RCW 28B.50.330. As such, the estimate will be deferred to Capital who will provide a rough estimate for Architectural and Engineer (A&E) fees to assist in project design if the requesting department would like to proceed. This will be an additional cost incurred to the requesting department.

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PM and CM work is exempt from this procedure and will be accomplished by the processes outlined in Administrative Procedure, 6.00.01-B – Preventive Maintenance and 6.00.01-C – Corrective Maintenance, respectively.

7.0   Related Information

BIR Chargeback Rates

Originated: March 2008; revised August 2018; September 2020, June 2023
Cabinet approval: March 2008; September 2018; October 2020, June 2023

CCS Administrative Procedure
6.00.01-B   Preventive Maintenance (PM)

Implementing Board Policy 6.00.01
Contact: Chief Administration Officer, 434-5037

1.0   Improvement to Facilities and Sites Objective and Responsibilities (summary of Board of Trustees Policy 6.00.01)

Community Colleges of Spokane (CCS), recognizing the importance of providing and maintaining quality facilities and infrastructure to enhance the delivery of education and support services to the community, will provide for and operate its facilities in an effective and efficient manner. This includes scheduled inspection and preventive maintenance of facilities, equipment and systems in support of the uninterrupted delivery of services, maximized functionality and safety of the work environment, and preservation of capital investments.

1.1   CCS will preserve its capital resources to both the maximum benefit of students and return on capital investment. Consistent with this priority, maintenance and operation work will be managed at levels needed to preserve capital investments. Non-maintenance work is considered secondary to these preventive maintenance activities.

1.2   The District Director of Facilities is responsible for administering this procedure.

1.3   All district facilities are subject to this procedure without exception.

2.0   Definitions

The following definitions are specific to the terms of this procedure and do not modify or revise similar terms as used in related procedures or collective bargaining agreements.

2.1   District Director of Facilities: the administrator responsible for Facilities Department.

2.2   Facility: a district owned or controlled property, building or component of that property/building. This does not include leased buildings or property as preventive maintenance activities is typically the responsibility of the Lessor.

2.3   Preventive Maintenance (PM): systemic inspection, detection and proactive correction before failure/breakdown develops into major defects. Includes tests, measurements, adjustments, parts replacement and cleaning performed specifically to ensure maximum operational benefit and preservation of capital investments.

2.4   Corrective Maintenance (CM): corrective, safety and/or regulatory work, including work that is identified through preventive maintenance inspections or employee observation, necessary to repair or replace facility components or equipment requiring immediate attention because functioning is impaired or health and safety are endangered. Corrective maintenance supersedes all other categories of maintenance.

2.5   Building Improvement Request (BIR): Non-corrective work involving the modification, enhancement, or improvement of existing facilities/sites in support of service delivery, functionality or safety of the learning/work environment.

2.6   Work Order: an approved request for services, this document authorizes the completion of a specific task.

2.7   PM Scheduling: work that has been planned and included on an approved Maintenance Schedule. It includes periodic inspections, adjustments, minor repairs, lubrications, reporting, and data recording necessary to minimize building equipment and utility system breakdown and maximize system and equipment efficiency.

2.8   MegaMation: proprietary Computerized Maintenance Management System (CMMS) software. ~~CMMS refers to a Computerized Maintenance Management System~~ used to generate work orders, schedule jobs, assign personnel, record purchased and labor costs, prioritize work assignments and track relevant information.

3.0   PM Schedules

~~Preventive maintenance (~~PM~~)~~ schedules shall be established to preserve the dDistrict's capital assets including but not necessarily limited to; campus buildings, building systems, grounds, fixed and mobile assets.

3.1   PM schedules shall adhere to the manufacturer's recommendations when equipment is within the warranty period. PM schedules on out-of-warranty equipment shall conform to accepted industry standards.

4.0   PM Work Orders

PM work orders, inspections and maintenance jobs shall include sufficient step-by-step instructions, check-lists, materials required, safety requirements, frequency and other pertinent details as may be necessary.

4.1   PM work order tasks shall be completed by assigned staff as described on the work order~~, within the recommended time frame and to the manufacturer or industry standard, whichever is the greater~~.

4.2   Completed PM work orders shall be processed by documenting how the work was completed, parts and/or materials used, labor hours expended and discrepancies discovered.

    4.2.1   Discrepancies discovered during a PM will be documented as ~~Corrective Maintenance (PMFI MegaMation 'work type' designator)~~CM, more specifically as a Preventive Maintenance Field Initiated (PMFI) work order, designated as an internal work order generated as a result of a PM.

        4.2.1.1 Completed PM work orders shall be closed in MegaMation by the assigned technician.

        4.2.1.2 To improve the quality of preventive maintenance, lead workers/supervisors shall periodically inspect and evaluate completed maintenance work. Work inspection frequency shall be executed and documented as specified by the Ddistrict Ddirector of Ffacilities, or ~~his/her~~ their designee.

5.0   PM Schedule Modification or Waiver

The Ddistrict Ddirector of Ffacilities, or ~~his/her~~ their designee, may modify or waive building, grounds and or equipment maintenance standards or schedules on a case-by-case basis. Such waiver shall constitute an exception to procedure.

5.1   The Ddistrict Ddirector of Ffacilities shall notify ~~his/her~~ their immediate supervisor regarding the reasons for such exception to procedure, the period the waiver is to be in effect and the expected and potential consequences.

    5.1.1   Waivers shall be documented by the Ddistrict Ddirector of Ffacilities, or ~~his/her~~ their designee, and recorded in the specific MegaMation work order.

6.0   Corrective Maintenance and Building Improvement Requests

~~Corrective maintenance~~ CM and BIR work is exempt from this procedure and will be accomplished by the processes outlined in Administrative Procedure 6.00.01-C and 6.00.01-A, respectively.

CCS Administrative Procedure
6.00.01-B   Preventive Maintenance (PM)

Implementing Board Policy 6.00.01
Contact: Chief Administration Officer, 434-5037

1.0   Improvement to Facilities and Sites Objective and Responsibilities (summary of Board of Trustees Policy 6.00.01)

Community Colleges of Spokane (CCS), recognizing the importance of providing and maintaining quality facilities and infrastructure to enhance the delivery of education and support services to the community, will provide for and operate its facilities in an effective and efficient manner. This includes scheduled inspection and preventive maintenance of facilities, equipment and systems in support of the uninterrupted delivery of services, maximized functionality and safety of the work environment, and preservation of capital investments.

1.1   CCS will preserve its capital resources to both the maximum benefit of students and return on capital investment. Consistent with this priority, maintenance and operation work will be managed at levels needed to preserve capital investments. Non-maintenance work is considered secondary to these preventive maintenance activities.

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2.5   <u>Building Improvement Request (BIR)</u>: Non-corrective work involving the modification, enhancement, or improvement of existing facilities/sites in support of service delivery, functionality or safety of the learning/work environment.

2.6   <u>Work Order</u>: an approved request for services, this document authorizes the completion of a specific task.

2.7   <u>PM Scheduling</u>: work that has been planned and included on an approved Maintenance Schedule. It includes periodic inspections, adjustments, minor repairs, lubrications, reporting, and data recording necessary to minimize building equipment and utility system breakdown and maximize system and equipment efficiency.

2.8   <u>MegaMation:</u> proprietary Computerized Maintenance Management System (CMMS) software used to generate work orders, schedule jobs, assign personnel, record purchased and labor costs, prioritize work assignments and track relevant information.

3.0   PM Schedules

PM schedules shall be established to preserve the district's capital assets including but not necessarily limited to; campus buildings, building systems, grounds, fixed and mobile assets.

3.1   PM schedules shall adhere to the manufacturer's recommendations when equipment is within the warranty period. PM schedules on out-of-warranty equipment shall conform to accepted industry standards.

4.0   PM Work Orders

PM work orders, inspections and maintenance jobs shall include sufficient step-by-step instructions, checklists, materials required, safety requirements, frequency and other pertinent details as may be necessary.

4.1   PM work order tasks shall be completed by assigned staff as described on the work order.

4.2   Completed PM work orders shall be processed by documenting how the work was completed, parts and/or materials used, labor hours expended, and discrepancies discovered.

    4.2.1   Discrepancies discovered during a PM will be documented as CM, more specifically as a Preventive Maintenance Field Initiated (PMFI) work order, designated as an internal work order generated as a result of a PM.

        4.2.1.1 Completed PM work orders shall be closed in MegaMation by the assigned technician.

        4.2.1.2 To improve the quality of preventive maintenance, lead workers/supervisors shall periodically inspect and evaluate completed maintenance work. Work inspection frequency shall be executed and documented as specified by the District Director of Facilities, or their designee.

5.0   PM Schedule Modification or Waiver

The District Director of Facilities, or their designee, may modify or waive building, grounds and or equipment maintenance standards or schedules on a case-by-case basis. Such waiver shall constitute an exception to procedure.

5.1   The District Director of Facilities shall notify their immediate supervisor regarding the reasons for such exception to procedure, the period the waiver is to be in effect and the expected and potential consequences.

    5.1.1   Waivers shall be documented by the District Director of Facilities, or their designee, and recorded in the specific MegaMation work order.

6.0   Corrective Maintenance and Building Improvement Requests

CM and BIR work is exempt from this procedure and will be accomplished by the processes outlined in Administrative Procedure 6.00.01-C and 6.00.01-A, respectively.

CCS Administrative Procedure
6.00.01 – C   Corrective Maintenance (CM)

Implementing Board Policy 6.00.01
Contact: Chief Administration Officer, 434-5037

1.0   Improvement to Facilities and Sites Objective and Responsibilities (summary of Board of Trustees Policy 6.00.01)

Community Colleges of Spokane (CCS), recognizing the importance of providing and maintaining quality facilities and infrastructure to enhance the delivery of education and support services to the community, will provide for and operate its facilities in an effective and efficient manner. This includes repair and corrective maintenance of facilities, equipment and systems in support of the uninterrupted delivery of services, maximized functionality and safety of the work environment, and preservation of capital investments.

1.1   CCS will preserve its capital resources to both the maximum benefit of students and return on capital investment. Consistent with this priority, maintenance and operation work will be managed at levels needed to preserve capital investments. Non-maintenance work is considered secondary to these preventive maintenance activities.

1.2   The District Director of Facilities is responsible for administering this procedure.

1.3   All district facilities are subject to this procedure without exception.

2.0   Definitions

The following definitions are specific to the terms of this procedure and do not modify or revise similar terms as used in related procedures or collective bargaining agreements.

2.1   District Director of Facilities: the administrator responsible for Facilities Department.

2.2   Facility: a district owned or controlled property, building or component of that property/building. This may also include leased buildings and property per the terms of that specific lease.

2.3   Preventive Maintenance (PM): systemic inspection, detection and proactive correction before failure/breakdown develops into major defects. Includes tests, measurements, adjustments, parts replacement and cleaning performed specifically to ensure maximum operational benefit and preservation of capital investments.

2.4   Equipment: includes buildings, rooms, building systems, grounds, fixed and mobile assets. This does not include program specific equipment, kitchen appliances, recreational equipment, or equipment not affixed to the building and specific to programmatic or recreational needs such as appliances, autoclaves, paint booths, bleachers, etc.

2.5   Corrective Maintenance (CM): corrective, safety and/or regulatory work, including work that is identified through preventive maintenance inspections or employee observation, necessary to repair or replace facility components or equipment requiring immediate attention because functioning is impaired or health and safety are endangered. Corrective maintenance supersedes all other categories of maintenance.

2.6   Building Improvement Request (BIR): Non-corrective work involving the modification, enhancement, or improvement of existing facilities/sites in support of service delivery, functionality or safety of the learning/work environment.

2.7   Work Order: an approved request for services, this document authorizes the completion of a specific task.

2.8   <u>MegaMation</u>: proprietary <u>Computerized Maintenance Management System (</u>CMMS<u>)</u> software. CMMS refers to a Computerized Maintenance Management System used to generate work orders, schedule jobs, assign personnel, record purchased and labor costs, prioritize work assignments and track relevant information.

2.8

2.9   <u>Maintenance and Operations (M&O)</u>: Funds provided for activities related to the maintenance and operation of state owned and college operated facilities, including utilities, custodial services, <u>groundskeeping, and </u>maintenance/repair. and preventive maintenance.

3.0   Corrective Maintenance

Corrective maintenance (CM), or maintenance activity required to correct a failure that has occurred or is in the process of occurring, is undertaken on owned or leased CCS structures, infrastructure and equipment. The objective of such work is to ensure proper functioning of critical systems and the health, safety and/or security of students, faculty and staff. Highest priority will be given first to safety-related issues and then to issues that negatively impact program operations/functioning.

Corrective maintenance is performed on capital structures/building mechanical systems and not on program structures/equipment. Responsibility for knowing which structures/equipment is capital and which are program, and by extension which structures/equipment are covered by this procedure, belongs to the district director of facilities. The following definitions shall apply:

3.1   <u>Capital structures/equipment</u>: funding source is either part of original capital construction or by maintenance/operation. This procedure applies without exception to such structures/equipment.

Examples include, but are not limited to:
- Structural maintenance of owned building/infrastructure, regardless of whether M&O was received.
- Building mechanical systems infrastructure installed by building contractor in facilities constructed with capital funds.
- Structural/<u>building mechanical </u>fixed equipment of existing leased building/infrastructure where CM is a CCS responsibility.

3.2   <u>Program structures/equipment</u>: funding source is programmatic. Structure/equipment is used for specific program purposes and originally purchased/installed through original construction furnishings and equipment budget, departmental purchase, contracted services or by BIR. Such structures/equipment are not subject to this procedure and instead are maintained/repaired through either the BIR or contracted services process.

Examples include, but are not limited to:
- Fixed or non-fixed equipment purchased by program and placed in CCS owned building after or separate from original construction.
- Fixed or non-fixed equipment purchased by program using enterprise funds.
- Closed circuit cameras installed as part of a capital project or, subsequently, through a BIR.
- Structural/fixed equipment in new leased building/infrastructure

3.3   <u>Safety-related corrective maintenance</u>: safety work is prioritized and undertaken without regard to how the structure or equipment was purchased. Determination of funding for such corrective maintenance is considered a secondary consideration and will be determined following completion of the required safety work. Safety work is defined as a condition that has the potential to cause injury, imminent property damage, loss of limb, eyesight or death.

4.0   CM Work Orders

CM work orders, inspections and maintenance jobs will be completed by the following process:

4.1   CM work orders shall be completed by assigned staff as described on the work order, within the recommended time frame and to the manufacturer or industry standard, whichever is greater.

4.2   Completed CM work orders shall be processed by documenting the specific details of the work completed, parts or materials used, any additional work that may be required, labor hours expended, date(s) of labor and person(s) completing the work.

   4.2.1   Completed CM work orders will be closed in Megamation by the technician completing the work within 24 hours.

   4.2.2   To improve the quality of corrective maintenance, lead workers/supervisors shall periodically inspect and evaluate maintenance work. Work inspection frequency shall be executed and documented as specified by the district director of facilities, or his/her designee.

5.0   Preventive Maintenance and Building Improvement Requests

~~Preventive maintenance~~ PM and BIR work is exempt from this procedure and will be accomplished instead by the processes outlined in Administrative Procedure 6.00.01-B and 6.00.01-A, respectively.

CCS Administrative Procedure
6.00.01 – C   Corrective Maintenance (CM)

Implementing Board Policy 6.00.01
Contact: Chief Administration Officer, 434-5037

1.0   Improvement to Facilities and Sites Objective and Responsibilities (summary of Board of Trustees Policy 6.00.01)

Community Colleges of Spokane (CCS), recognizing the importance of providing and maintaining quality facilities and infrastructure to enhance the delivery of education and support services to the community, will provide for and operate its facilities in an effective and efficient manner. This includes repair and corrective maintenance of facilities, equipment, and systems in support of the uninterrupted delivery of services, maximized functionality and safety of the work environment, and preservation of capital investments.

   1.1   CCS will preserve its capital resources to both the maximum benefit of students and return on capital investment. Consistent with this priority, maintenance and operation work will be managed at levels needed to preserve capital investments. Non-maintenance work is considered secondary to these preventive maintenance activities.

   1.2   The District Director of Facilities is responsible for administering this procedure.

   1.3   All district facilities are subject to this procedure without exception.

2.0   Definitions

The following definitions are specific to the terms of this procedure and do not modify or revise similar terms as used in related procedures or collective bargaining agreements.

   2.1   District Director of Facilities: the administrator responsible for Facilities Department.

   2.2   Facility: a district owned or controlled property, building or component of that property/building. This may also include leased buildings and property per the terms of that specific lease.

   2.3   Preventive Maintenance (PM): systemic inspection, detection and proactive correction before failure/breakdown develops into major defects. Includes tests, measurements, adjustments, parts replacement, and cleaning performed specifically to ensure maximum operational benefit and preservation of capital investments.

   2.4   Equipment: includes buildings, rooms, building systems, grounds, fixed and mobile assets. This does not include program specific equipment, kitchen appliances, recreational equipment, or equipment not affixed to the building and specific to programmatic or recreational needs such as appliances, autoclaves, paint booths, bleachers, etc.

   2.5   Corrective Maintenance (CM): corrective, safety and/or regulatory work, including work that is identified through preventive maintenance inspections or employee observation, necessary to repair or replace facility components or equipment requiring immediate attention because functioning is impaired, or health and safety are endangered. Corrective maintenance supersedes all other categories of maintenance.

   2.6   Building Improvement Request (BIR): Non-corrective work involving the modification, enhancement, or improvement of existing facilities/sites in support of service delivery, functionality, or safety of the learning/work environment.

   2.7   Work Order: an approved request for services, this document authorizes the completion of a specific task.

2.8   <u>MegaMation</u>: proprietary Computerized Maintenance Management System (CMMS) software used to generate work orders, schedule jobs, assign personnel, record purchased and labor costs, prioritize work assignments and track relevant information.

<u>Maintenance and Operations (M&O):</u> Funds provided for activities related to the maintenance and operation of state owned and college operated facilities, including custodial services, groundskeeping, and maintenance/repair.

3.0   Corrective Maintenance

CM, or maintenance activity required to correct a failure that has occurred or is in the process of occurring, is undertaken on owned or leased CCS structures, infrastructure, and equipment. The objective of such work is to ensure proper functioning of critical systems and the health, safety and/or security of students, faculty, and staff. Highest priority will be given first to safety-related issues and then to issues that negatively impact program operations/functioning.

Corrective maintenance is performed on capital structures/building mechanical systems and not on program structures/equipment. Responsibility for knowing which structures/equipment is capital and which are program, and by extension which structures/equipment are covered by this procedure, belongs to the district director of facilities. The following definitions shall apply:

3.1   <u>Capital structures/equipment</u>: funding source is either part of original capital construction or by maintenance/operation. This procedure applies without exception to such structures/equipment.

Examples include, but are not limited to:
- Structural maintenance of owned building/infrastructure.
- Building mechanical systems infrastructure installed by building contractor in facilities constructed with capital funds.
- Structural/building mechanical fixed equipment of existing leased building/infrastructure where CM is a CCS responsibility.

3.2   <u>Program structures/equipment</u>: funding source is programmatic. Structure/equipment is used for specific program purposes and originally purchased/installed through original construction furnishings and equipment budget, departmental purchase, contracted services or by BIR. Such structures/equipment are not subject to this procedure and instead are maintained/repaired through either the BIR or contracted services process.

Examples include, but are not limited to:
- Fixed or non-fixed equipment purchased by program and placed in CCS owned building after or separate from original construction.
- Fixed or non-fixed equipment purchased by program using enterprise funds.
- Closed circuit cameras installed as part of a capital project or, subsequently, through a BIR.
- Structural/fixed equipment in new leased building/infrastructure

3.3   <u>Safety-related corrective maintenance</u>: safety work is prioritized and undertaken without regard to how the structure or equipment was purchased. Determination of funding for such corrective maintenance is considered a secondary consideration and will be determined following completion of the required safety work. Safety work is defined as a condition that has the potential to cause injury, imminent property damage, loss of limb, eyesight or death.

4.0   CM Work Orders

CM work orders, inspections and maintenance jobs will be completed by the following process:

4.1 CM work orders shall be completed by assigned staff as described on the work order, within the recommended time frame and to the manufacturer or industry standard, whichever is greater.

4.2 Completed CM work orders shall be processed by documenting the specific details of the work completed, parts or materials used, any additional work that may be required, labor hours expended, date(s) of labor and person(s) completing the work.

4.2.1 Completed CM work orders will be closed in MegaMation by the technician completing the work within 24 hours.

4.2.2 To improve the quality of corrective maintenance, lead workers/supervisors shall periodically inspect and evaluate maintenance work. Work inspection frequency shall be executed and documented as specified by the district director of facilities, or his/her designee.

5.0 Preventive Maintenance and Building Improvement Requests

PM and BIR work is exempt from this procedure and will be accomplished instead by the processes outlined in Administrative Procedure 6.00.01-B and 6.00.01-A, respectively.

Originated: January 2009; revised August 2018; June 2023
Cabinet approval: January 2009; September 2018, June 2023

CCS Administrative Procedure
6.00.01 – D   Facilities Design & Construction Standards

Implementing Board Policy 6.00.01
Contact: Chief Administration Officer, 434-5037

1.0   Improvement to Facilities and Sites Objective and Responsibilities (summary of Board of Trustees Policy 6.00.01)

Community Colleges of Spokane, recognizing the importance of providing and maintaining quality facilities and infrastructure to enhance the delivery of education and support services to the community, will provide for and operate its facilities in an effective and efficient manner. This includes establishing and implementing standards that ensure design and construction consistency, operational efficiency and maintainability, while ensuring first class teaching and learning facilities. These standards represent the best value for state expenditure and are aligned with the Community College of Spokane's mission, values and goals.

1.1   The district director of facilities is responsible for administrating this procedure.

1.2   All district owned facilities are subject to this procedure without exception.

1.3   These standards are dynamic and are updated as needed to reflect CCS's needs. As revisions and additions are made, the most current version can be ~~found posted on the District Facilities website:~~ by contacting the CCS Facilities-Capital Department.

~~http://ccs.spokane.edu/About-Us/Department/Facilities~~

~~Users are directed to use this document which references the most current information available.~~

1.4   The standards do not diminish or eliminate the standard of care owed by ~~a~~ consultants to CCS or relieve, in any manner whatsoever, a consultant from any professional responsibility, duty or due diligence required toward the work.

2.0   Definitions

The following definitions are specific to the terms of this procedure and do not modify or revise similar terms as used in related procedures or collective bargaining agreements.

2.1   District Director of Facilities: the administrator responsible for Facilities Department.

~~2.1~~2.2   Director of Capital Construction: the administrator, working directly under the District Director of Facilities, responsible for the planning, design, and implementation of capital projects and budgets.

~~2.2~~2.3   Design & Construction Standards (Standards): directives and information intended to serve as a tool for design professionals, construction managers, planners, design committees and others participating in capital construction and renovation planning efforts. These standards are intended to be used as a performance-based guide rather than prescriptive specification.

2.4   Construction Specifications (Specs): design document(s) produced by consultants for use by contractors to bid and build construction projects. Construction Specifications are prescriptive and specific to each project. Construction Specifications are not subject to this procedure.

~~2.3~~

3.0   Design Standards Administration

These design standards serve to clarify direction and streamline project execution, serving as minimum levels of performance and quality. They represent the District's design principles and requirements that facilitate decision-making for the planning and design of capital projects, creating the basis for project success. The following are a few key notes:

3.1   The information within this document does not address every conceivable condition or occupant decision point. Rather, it attempts to provide guidance based upon institutional experience and preference experience which has indicated a standard is appropriate and prudent.

3.2   In the absence of a written design standard that covers a specific facet, the Director of Capital Construction will present options to the design committee during the schematic design or design development phases so that an informed decision can be made. These options will come from a collaborative engagement of users, providers, stakeholders, and staff.

3.3   In cases where the consultant, design committee or college administrator determines that the written design standard is not appropriate for the project, and wishes to deviate from the standards, they must seek approval from the District Director of Facilities prior to deviating from the written standard.

3.4   Requests for clarification of and ~~possible~~ alternatives to design standards shall be forwarded to the Director of Capital Construction for consideration and response, ~~See~~ Refer to section 5.0 below.

4.0   Design Standard Exceptions

Requested deviations from design standards are administered as follows:

4.1   Request for variance from design standards shall be sent to the Director of Capital Construction in the form of a detailed narrative of the proposed change as well as a listing of potential benefits the change represents.

4.2   Requests will be considered by the Director of Capital Construction, in consultation with appropriate Facilities and Administrative staff. Considerations/analysis shall include, but not limited to:
     4.2.1   Have as many design standards as possible been incorporated into the proposed design in order to achieve the intent of design and construction consistency, operational efficiency and maintainability, ensuring first class teaching and learning facilities, bringing the best value for expenditure and alignment with the district's mission, values and goals?
     4.2.2   Are requested design variances compatible with existing mechanical, electrical, plumbing, telecommunications, structural, architectural, life safety, building automated controls, security, finishes, ~~and~~ furniture systems, etc.~~.~~
     4.2.3   Will design variances be serviceable by in-house maintenance personnel or outsourced service vendors, as appropriate?
     4.2.4   Does the design variance create a health, safety, security, accessibility or cost concern?

4.3   The Director of Capital Construction will respond to the requestor and inform of decision.

4.4   If the request is not resolved to the satisfaction of the requestor, it can be appealed to the appropriate appointing authority as follows:
     4.4.1   If the requested deviation involves a health, safety, security, accessibility or cost concern the matter shall be appealed to the District Director of Facilities for consideration and direction.
     4.4.2   All other concerns will be appealed to the unit's appointing authority for consideration and direction.

4.4.3   The appointing authority's decision will be implemented without further review.

Originated: April 2009; revised ~~October~~ June 202~~0~~3
Cabinet approval: April 2009; November ~~2020~~XXXX

CCS Administrative Procedure
6.00.01 – D   Facilities Design & Construction Standards

Implementing Board Policy 6.00.01
Contact: Chief Administration Officer, 434-5037

1.0   Improvement to Facilities and Sites Objective and Responsibilities (summary of Board of Trustees Policy 6.00.01)

Community Colleges of Spokane, recognizing the importance of providing and maintaining quality facilities and infrastructure to enhance the delivery of education and support services to the community, will provide for and operate its facilities in an effective and efficient manner. This includes establishing and implementing standards that ensure design and construction consistency, operational efficiency and maintainability, while ensuring first class teaching and learning facilities. These standards represent the best value for state expenditure and are aligned with the Community College of Spokane's mission, values and goals.

1.1   The district director of facilities is responsible for administrating this procedure.

1.2   All district owned facilities are subject to this procedure without exception.

1.3   These standards are dynamic and are updated as needed to reflect CCS's needs. As revisions and additions are made, the most current version can be by contacting the CCS Facilities-Capital Department.

1.4   The standards do not diminish or eliminate the standard of care owed by consultants to CCS or relieve, in any manner whatsoever, a consultant from any professional responsibility, duty or due diligence required toward the work.

2.0   Definitions

The following definitions are specific to the terms of this procedure and do not modify or revise similar terms as used in related procedures or collective bargaining agreements.

2.1   <u>District Director of Facilities</u>: the administrator responsible for Facilities Department.

2.2   <u>Director of Capital Construction</u>: the administrator, working directly under the District Director of Facilities, responsible for the planning, design, and implementation of capital projects and budgets.

2.3   <u>Design & Construction Standards (Standards)</u>: directives and information intended to serve as a tool for design professionals, construction managers, planners, design committees and others participating in capital construction and renovation planning efforts. These standards are intended to be used as a performance-based guide rather than prescriptive specification.

2.4   <u>Construction Specifications (Specs):</u> design document(s) produced by consultants for use by contractors to bid and build construction projects. Construction Specifications are prescriptive and specific to each project. Construction Specifications are not subject to this procedure.

3.0   Design Standards Administration

These design standards serve to clarify direction and streamline project execution, serving as minimum levels of performance and quality. They represent the District's design principles and requirements that facilitate decision-making for the planning and design of capital projects, creating the basis for project success. The following are a few key notes:

3.1 The information within this document does not address every conceivable condition or occupant decision point. Rather, it attempts to provide guidance based upon institutional experience and preference experience which has indicated a standard is appropriate and prudent.

3.2 In the absence of a written design standard that covers a specific facet, the Director of Capital Construction will present options to the design committee during the schematic design or design development phases so that an informed decision can be made. These options will come from a collaborative engagement of users, providers, stakeholders, and staff.

3.3 In cases where the consultant, design committee or college administrator determines that the written design standard is not appropriate for the project, and wishes to deviate from the standards, they must seek approval from the District Director of Facilities prior to deviating from the written standard.

3.4 Requests for clarification of and alternatives to design standards shall be forwarded to the Director of Capital Construction for consideration and response, Refer to section 5.0 below.

4.0 Design Standard Exceptions

Requested deviations from design standards are administered as follows:

4.1 Request for variance from design standards shall be sent to the Director of Capital Construction in the form of a detailed narrative of the proposed change as well as a listing of potential benefits the change represents.

4.2 Requests will be considered by the Director of Capital Construction, in consultation with appropriate Facilities and Administrative staff. Considerations/analysis shall include, but not limited to:
   4.2.1 Have as many design standards as possible been incorporated into the proposed design in order to achieve the intent of design and construction consistency, operational efficiency and maintainability, ensuring first class teaching and learning facilities, bringing the best value for expenditure and alignment with the district's mission, values and goals?
   4.2.2 Are requested design variances compatible with existing mechanical, electrical, plumbing, telecommunications, structural, architectural, life safety, building automated controls, security, finishes, furniture systems, etc.
   4.2.3 Will design variances be serviceable by in-house maintenance personnel or outsourced service vendors, as appropriate?
   4.2.4 Does the design variance create a health, safety, security, accessibility or cost concern?

4.3 The Director of Capital Construction will respond to the requestor and inform of decision.

4.4 If the request is not resolved to the satisfaction of the requestor, it can be appealed to the appropriate appointing authority as follows:
   4.4.1 If the requested deviation involves a health, safety, security, accessibility or cost concern the matter shall be appealed to the District Director of Facilities for consideration and direction.
   4.4.2 All other concerns will be appealed to the unit's appointing authority for consideration and direction.
   4.4.3 The appointing authority's decision will be implemented without further review.

CCS Administrative Procedure
6.10.02-A   Use of Community Colleges of Spokane (CCS) Facilities

Implementing Board Policy 6.10.02
Contact: Office of the College President

1.0   Purpose

1.1   Community Colleges of Spokane (CCS), is an educational institution provided and maintained by the people of the state in order to carry out its mission pursuant to chapter 28B.50 RCW. The purpose of this policy is to assure that all facilities operated, owned or maintained by the district are reserved primarily for those activities which either are related directly to the district's mission or are otherwise justifiable on the basis of their contributions to the cultural, educational, economic or recreational interests of the state and its people.

1.2   The Bboard of Ttrustees delegates to the Cchancellor, or staff so designated by the Cchancellor, the authority to establish procedures for the regulation and review of the use of district facilities and to establish user fees where appropriate.

1.3   Facility use under this procedure applies to short-term use and is not to be confused with long term rental, lease arrangements, nor instructional use. Use is subject to all federal and state laws, rules and policies of the Board of Trustees, and consistent with applicable administrative procedures and use fee schedules.

1.4   All district facilities are subject to the use fee schedule established under this procedure, without exception. Use fee schedules will include related services.

1.5   State appropriated funds will not be used to support intercollegiate sports activities.

2.0   Definitions

The following definitions are specific to the terms of this procedure and do not modify or revise similar terms as used in related procedures or collective bargaining agreements.

2.1   Appointing Authority: the lawful authority under WAC 357-01-025, Board Policy 2.10.01and Administrative Procedure 2.10.01-A to make appointments of eligible persons to CCS positions and execute specified agreements.

2.2   Facilities: a district owned or controlled property, building, or component of that property/building. This may also include leased buildings and property per the terms of that specific lease.

2.3   CCS: shall include Spokane Community College, Spokane Falls Community College, and any other college or organizational unit established by the district Bboard of Ttrustees.

2.5   Scheduling Office: office at the college responsible for scheduling college facilities use (including use of college athletic fields, structures and stadiums). The designation of scheduling offices shall be made by the designated appointing authority.

2.6   Internal Event: event scheduled and attended by college personnel and/or students to further the mission of the institution. Internal events may be attended by the general public or have general public displays, demonstrations, or booths.

2.7   External Events: event scheduled and organized by an organization or individual for their personal gain and/or benefit.

2.8   User fee: fee charged for the use of facilities and services.

3.0 **Users**

3.1 College personnel and official student organizations of CCS may use district facilities to hold events for college personnel and students.

3.2 College personnel and official student organizations may use district facilities to hold events to which the general public is invited when such use complies with this administrative procedure and is approved by the respective college president or designee.

3.3 Organizations or persons other than district personnel or official student organizations may use district facilities to hold events for their members and the general public if such use complies with this administrative procedure and is approved by the respective college president or designee.

3.5 Use of facilities for religious purposes is permitted on the same basis as for nonreligious purposes and consistent with the terms of this procedure.

4.0 **Limitations**

4.1 District facilities of CCS may not be used in ways that substantially obstruct or disrupt educational activities or freedom of movement or other lawful activities on or in district facilities.

4.2 District facilities may not be used by groups, including informal groups, which discriminate in their membership or limit participation in activities on the basis of race, creed, color, national origin, sex, marital status, age, or the presence of any sensory, mental, or physical disability.

4.3 College personnel or official student organizations may use district facilities to present educational forums regarding ballot propositions and/or candidates who have filed for public office as long as the audience is limited to college personnel and students. However, pursuant to RCW 42.17.130 "the use of any of the facilities of a public office or agency, directly or indirectly, for the purpose of assisting a campaign for election of any person to any office or for the promotion of or opposition to any ballot proposition" is prohibited.

4.4 District facilities may not be used for private or commercial purposes such as sales, advertising, or promotional activities unless such activities are in conjunction with authorized users as described in Section 3 and approved by the respective college president or designee.

4.7 District facilities may be used by other public or private educational institutions if the intent is to meet a community need not being fulfilled by CCS and where such activities do not interfere with the educational programs being offered by CCS or with the maintenance and repair programs of the district. A user fee will be assessed unless waived or reduced according to Section 8 of this procedure.

4.8 Organizations or persons other than district personnel or official student organizations may use district facilities only after appropriate user fees have been paid in full.

4.9 CCS reserves the right to require that the district be represented at any use of facilities where the presence of a representative is in the best interest of the district.

4.10 CCS equipment shall be used only when authorized and shall not be removed from any facility unless written authorization for such removal has been obtained prior to use.

4.11 No decorations or other application of material to walls, ceiling or floors of any facility shall be permitted.

4.12 College property may not be used for camping, defined to include sleeping, carrying on cooking activities, storing personal belongings, or the erection of tents or other shelters or structures used for purposes of personal habitation unless associated with emergency management activities.

5.0 Safety and Liability

5.1 It is the responsibility of any person or organization requesting the use of district facilities to ensure that the proposed use will be carried out in a manner that assures the safety of all persons concerned. Compliance with applicable fire, health and safety regulations is required.

5.2 Authorization to organizations or persons other than district faculty, staff, or official student organizations for the use of district facilities is granted with the express understanding and condition that such organization or person assumes full responsibility for any loss, damage or claims arising out of such use. Users must provide proof of appropriate liability insurance coverage with limits of at least one million dollars per occurrence to the college scheduling office.

5.3 Liability insurance may be waived by the appointing authority if the events does not involve physical activity, or otherwise would increase the risk of bodily injury above the level inherent in the facility to be used.

6.0 Facility Use Fee Schedule

6.1 According to Article VIII, section 5 of Washington State's Constitution, private groups are required to pay to use a state institution's facilities because such use would otherwise be considered an unconstitutional gift of public funds. In compliance with state law, then, CCS will establish and maintain reasonable rental rates for the use of their facilities.

6.2 Fees charged for facilities shall take into account the full direct and indirect costs, overhead, and the price of such items in the private marketplace.

7.0 Supporting Department Expense Processing

7.1 Departments that provide support for facility rentals and event set-ups, (principally Security, Athletics, Business Office, Information Technology, Facilities, etc.) will utilize 25Live for expense reporting related specifically to the event. Supporting departments can provide recommendations but it is ultimately the responsibility of the event organizer/requestor to determine comprehensive support requirements and request accordingly. Any last-minute requests will either not be accommodated or charged at a premium. Any support needed that was not requested and can not be provided becomes the responsibility of the event organizer/requester.

7.2 Departments providing direct support for facility rentals and event set-ups are authorized to present charges for services provided for:

7.2.1 Internal events or related setups for staff and students that occur during non-duty hours. Duty hours are defined as 8 AM to 5 PM Monday through Friday.

7.2.2 Internal events that happen during normal duty hours but require additional resources i.e. increased campus security personnel or additional custodial support.

7.2.3 All external customer events regardless of day or time.

7.3 Use Agreement Fee Reductions/Waivers granted by college presidents for external events only apply towards the rental fee for the person/organization renting facilities; they do not remove/reduce costs charged by departments providing support.

7.4   Reimbursement of expenses related for facilities rentals will be made quarterly through the central scheduling office.

8.0   Fee Reduction/Waiver

8.1 The appointing authority may consider and approve a request for facility use fee reduction or waiver based on one or more on the following:

8.1.1 The organization or event does not charge a participant (attendee) fee.

8.1.2 The event relates in some way to the district's or college/unit's mission.

8.1.3 The event has a direct educational or professional development benefit to district students and/or faculty/staff.

8.1.4 The event has substantial CCS student/faculty/staff participation.

8.1.5 Waiver/reduction of fees does not violate Article VIII, Section 5 of the Washington State Constitution.

8.1.6 The organization is, a Washington state agency or institution of higher education.

8.1.7 Where private individuals or groups are appearing at an event which (1) is sponsored by the student body, staff, or faculty; and (2) advances the educational mission of the institution. Examples are a college-sponsored, nonpartisan political forum, or a student-sponsored appearance by a public figure.

8.1.8 The organization or event does not generate funds from subletting vendor booth space.

8.2 Waiver/reduction of fees are limited to single events; long term waivers are not authorized.

8.3 When the supporting division declines security coverage for non CCS related community specific events, the division assumes all responsibility for all security-related functions/operations for the event. This includes, but not limited to the following, beginning 30 minutes before the event start time to 30 minutes post event:

- Locking and/or unlocking of any interior and/or exterior doors located at the building of the event, or the buildings impacted by the event.
- Locking and/or unlocking of access gates.
- Locking and/or unlocking the building(s) before and/or after the event.
- Clearing building(s) of occupants after event.
- Ensuring buildings or parking lots associated with the event are monitored/patrolled as a deterrent to criminal activity.
- Calls for service, including but not limited to vehicle unlocks, vehicle jumpstarts, vehicle prowls, minor emergencies, altercations, any low-level crime, etc.
- Documenting and reporting as necessary all Clery, Tile IX related incidents, Mandatory Child Abuse and Neglect reporting, etc. consistent with Federal and State reporting expectations.

When the supporting division declines security coverage for non-CCS related community specific events, all calls to the general Campus Security line (509/533-3333) requesting service in the area impacted by the event will be referred to the designated event contact.

If the event contact is not available, security staff will respond. All Office of Campus Security (OCS) responses to events, whether emergency or determined necessary by Campus Security or otherwise, where a division has assumed responsibility for the event will be charged to the responsible Division/Department budget at the appropriate campus security rate, and will include a four-hour minimum charge, or if longer, for the actual time campus security generates as a result of the OCS response.

9.0   College Implementation Protocols

9.1 College presidents are responsible for the implementation of this administrative procedure and the financial viability of facility rentals/use on their respective campuses.

9.2 Implementation protocols/practices will include, at a minimum, the following:

9.2.1 Establish a single scheduling office for each campus and subject all campus facility (including college athletic fields, structures and stadiums) scheduling requests to that office.

9.2.2 25Live protocols for reservation, contract development, and recordkeeping (events history and financial records)

9.2.3 Accounting practices to track revenue and expenses for all college controlled property

9.2.4 Excess revenue distribution protocols

9.2.5 Fee schedule development and annual fee schedule review protocols

9.2.6 Criteria for denying facilities rentals to any external organization/person

9.2.7 College must implement this procedure no later than June 30, 2020

CCS Administrative Procedure
6.10.02-A   Use of Community Colleges of Spokane (CCS) Facilities

Implementing Board Policy 6.10.02
Contact: Office of the College President

1.0   Purpose

1.1   Community Colleges of Spokane (CCS), is an educational institution provided and maintained by the people of the state in order to carry out its mission pursuant to chapter 28B.50 RCW. The purpose of this policy is to assure that all facilities operated, owned or maintained by the district are reserved primarily for those activities which either are related directly to the district's mission or are otherwise justifiable on the basis of their contributions to the cultural, educational, economic or recreational interests of the state and its people.

1.2   The Board of Trustees delegates to the Chancellor, or staff so designated by the Chancellor, the authority to establish procedures for the regulation and review of the use of district facilities and to establish user fees where appropriate.

1.3   Facility use under this procedure applies to short-term use and is not to be confused with long term rental, lease arrangements, nor instructional use. Use is subject to all federal and state laws, rules and policies of the Board of Trustees, and consistent with applicable administrative procedures and use fee schedules.

1.4   All district facilities are subject to the use fee schedule established under this procedure, without exception. Use fee schedules will include related services.

1.5   State appropriated funds will not be used to support intercollegiate sports activities.

2.0   Definitions

The following definitions are specific to the terms of this procedure and do not modify or revise similar terms as used in related procedures or collective bargaining agreements.

2.1   Appointing Authority: the lawful authority under WAC 357-01-025, Board Policy 2.10.01and Administrative Procedure 2.10.01-A to make appointments of eligible persons to CCS positions and execute specified agreements.

2.2   Facilities: a district owned or controlled property, building, or component of that property/building. This may also include leased buildings and property per the terms of that specific lease.

2.3   CCS: shall include Spokane Community College, Spokane Falls Community College, and any other college or organizational unit established by the district Board of Trustees.

2.5   Scheduling Office: office at the college responsible for scheduling college facilities use (including use of college athletic fields, structures and stadiums). The designation of scheduling offices shall be made by the designated appointing authority.

2.6   Internal Event: event scheduled and attended by college personnel and/or students to further the mission of the institution. Internal events may be attended by the general public or have general public displays, demonstrations, or booths.

2.7   External Events: event scheduled and organized by an organization or individual for their personal gain and/or benefit.

2.8   User fee: fee charged for the use of facilities and services.

3.0   Users

3.1   College personnel and official student organizations of CCS may use district facilities to hold events for college personnel and students.

3.2   College personnel and official student organizations may use district facilities to hold events to which the general public is invited when such use complies with this administrative procedure and is approved by the respective college president or designee.

3.3   Organizations or persons other than district personnel or official student organizations may use district facilities to hold events for their members and the general public if such use complies with this administrative procedure and is approved by the respective college president or designee.

3.5   Use of facilities for religious purposes is permitted on the same basis as for nonreligious purposes and consistent with the terms of this procedure.

4.0   Limitations

4.1   District facilities of CCS may not be used in ways that substantially obstruct or disrupt educational activities or freedom of movement or other lawful activities on or in district facilities.

4.2   District facilities may not be used by groups, including informal groups, which discriminate in their membership or limit participation in activities on the basis of race, creed, color, national origin, sex, marital status, age, or the presence of any sensory, mental, or physical disability.

4.3   College personnel or official student organizations may use district facilities to present educational forums regarding ballot propositions and/or candidates who have filed for public office as long as the audience is limited to college personnel and students. However, pursuant to RCW 42.17.130 "the use of any of the facilities of a public office or agency, directly or indirectly, for the purpose of assisting a campaign for election of any person to any office or for the promotion of or opposition to any ballot proposition" is prohibited.

4.4   District facilities may not be used for private or commercial purposes such as sales, advertising, or promotional activities unless such activities are in conjunction with authorized users as described in Section 3 and approved by the respective college president or designee.

4.7   District facilities may be used by other public or private educational institutions if the intent is to meet a community need not being fulfilled by CCS and where such activities do not interfere with the educational programs being offered by CCS or with the maintenance and repair programs of the district. A user fee will be assessed unless waived or reduced according to Section 8 of this procedure.

4.8   Organizations or persons other than district personnel or official student organizations may use district facilities only after appropriate user fees have been paid in full.

4.9   CCS reserves the right to require that the district be represented at any use of facilities where the presence of a representative is in the best interest of the district.

4.10   CCS equipment shall be used only when authorized and shall not be removed from any facility unless written authorization for such removal has been obtained prior to use.

4.11   No decorations or other application of material to walls, ceiling or floors of any facility shall be permitted.

4.12 College property may not be used for camping, defined to include sleeping, carrying on cooking activities, storing personal belongings, or the erection of tents or other shelters or structures used for purposes of personal habitation unless associated with emergency management activities.

5.0   Safety and Liability

5.1   It is the responsibility of any person or organization requesting the use of district facilities to ensure that the proposed use will be carried out in a manner that assures the safety of all persons concerned. Compliance with applicable fire, health and safety regulations is required.

5.2   Authorization to organizations or persons other than district faculty, staff, or official student organizations for the use of district facilities is granted with the express understanding and condition that such organization or person assumes full responsibility for any loss, damage or claims arising out of such use. Users must provide proof of appropriate liability insurance coverage with limits of at least one million dollars per occurrence to the college scheduling office.

5.3   Liability insurance may be waived by the appointing authority if the events does not involve physical activity, or otherwise would increase the risk of bodily injury above the level inherent in the facility to be used.

6.0   Facility Use Fee Schedule

6.1   According to Article VIII, section 5 of Washington State's Constitution, private groups are required to pay to use a state institution's facilities because such use would otherwise be considered an unconstitutional gift of public funds. In compliance with state law, then, CCS will establish and maintain reasonable rental rates for the use of their facilities.

6.2   Fees charged for facilities shall take into account the full direct and indirect costs, overhead, and the price of such items in the private marketplace.

7.0   Supporting Department Expense Processing

7.1   Departments that provide support for facility rentals and event set-ups, (principally Security, Athletics, Business Office, Information Technology, Facilities, etc.) will utilize 25Live for expense reporting related specifically to the event. Supporting departments can provide recommendations but it is ultimately the responsibility of the event organizer/requestor to determine comprehensive support requirements and request accordingly. Any last-minute requests will either not be accommodated or charged at a premium. Any support needed that was not requested and can not be provided becomes the responsibility of the event organizer/requester.

7.2   Departments providing direct support for facility rentals and event set-ups are authorized to present charges for services provided for:

7.2.1 Internal events or related setups for staff and students that occur during non-duty hours. Duty hours are defined as 8 AM to 5 PM Monday through Friday.

7.2.2 Internal events that happen during normal duty hours but require additional resources i.e. increased campus security personnel or additional custodial support.

7.2.3 All external customer events regardless of day or time.

7.3   Use Agreement Fee Reductions/Waivers granted by college presidents for external events only apply towards the rental fee for the person/organization renting facilities; they do not remove/reduce costs charged by departments providing support.

7.4   Reimbursement of expenses related for facilities rentals will be made quarterly through the central scheduling office.

8.0   Fee Reduction/Waiver

8.1 The appointing authority may consider and approve a request for facility use fee reduction or waiver based on one or more on the following:

8.1.1 The organization or event does not charge a participant (attendee) fee.

8.1.2 The event relates in some way to the district's or college/unit's mission.

8.1.3 The event has a direct educational or professional development benefit to district students and/or faculty/staff.

8.1.4 The event has substantial CCS student/faculty/staff participation.

8.1.5 Waiver/reduction of fees does not violate Article VIII, Section 5 of the Washington State Constitution.

8.1.6 The organization is, a Washington state agency or institution of higher education.

8.1.7 Where private individuals or groups are appearing at an event which (1) is sponsored by the student body, staff, or faculty; and (2) advances the educational mission of the institution. Examples are a college-sponsored, nonpartisan political forum, or a student-sponsored appearance by a public figure.

8.1.8 The organization or event does not generate funds from subletting vendor booth space.

8.2 Waiver/reduction of fees are limited to single events; long term waivers are not authorized.

8.3 When the supporting division declines security coverage for non CCS related community specific events, the division assumes all responsibility for all security-related functions/operations for the event. This includes, but not limited to the following, beginning 30 minutes before the event start time to 30 minutes post event:

- Locking and/or unlocking of any interior and/or exterior doors located at the building of the event, or the buildings impacted by the event.
- Locking and/or unlocking of access gates.
- Locking and/or unlocking the building(s) before and/or after the event.
- Clearing building(s) of occupants after event.
- Ensuring buildings or parking lots associated with the event are monitored/patrolled as a deterrent to criminal activity.
- Calls for service, including but not limited to vehicle unlocks, vehicle jumpstarts, vehicle prowls, minor emergencies, altercations, any low-level crime, etc.
- Documenting and reporting as necessary all Clery, Tile IX related incidents, Mandatory Child Abuse and Neglect reporting, etc. consistent with Federal and State reporting expectations.

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DISCUSSION/ACTION/REPORT: CHANCELLOR'S REPORT

Presented by: Dr. Kevin Brockbank
                  Chancellor, CCS
                  October 17, 2023

PRESIDENT'S REPORT

SPOKANE COMMUNITY COLLEGE

Presented by: Jenni Martin
                      Acting President, SCC
                      October 17, 2023

Instructional Updates

Adult Basic Education
ABE's ESL department has welcomed back 1,019 unduplicated students and 52 faculty instructors for fall quarter. The ESL student population has increased by 17% since fall 2022 and 82% since pre-covid.

Arts and Sciences
Dean of Arts & Sciences, Dr. Gwen Cash-James, has moved on from SCC to take a position at Eastern Washington University. Andrea Reid, a long-time SCC English Faculty, has been appointed Acting Dean of Arts & Sciences for the remainder of fall quarter while an Interim Dean search is conducted.

Business, Hospitality & Information Technologies

Health Information Management
Faculty Barb Flock and Jill Condon and the Health Information Management program received notification from their accrediting body, the Commission on Accreditation for Health Informatics and Information Management Education, that their annual accreditation report was approved and the program remains in good standing.

Culinary
Inland Northwest Culinary Academy students will be involved in two charity events this month. The first will be on October 9th at the Davenport Grand. There will be almost 20 student volunteers feeding over 500 people at the Big Table event. The second charity event will take place October 21st at the Spokane Club. This fall fundraiser for Christ's Kitchen will have 10 student volunteers feeding almost 250 people.

Extended Learning & Workforce Initiatives
Corrections Education started the first cohort of our new HVAC program this fall with 18 students registered! With many hours of coordination between SCC Corrections and main campus faculty and staff, we have been working diligently to get this program up and running and are excited to offer this new program to our students. We will also be holding our first graduation ceremony since pre-pandemic on Oct. 18, with 68 students participating in the event.
SCC's Apprenticeship Preparation Program, Skilled Trades Preparation (STP), started Fall quarter 2023 with a full enrollment capacity of 23 students. This is the first time STP has reached enrollment capacity since pre-COVID.

Rural Education faculty, staff, and students were interviewed in the Oct. 1, 2023, edition of the *Spokesman-Review* front page article, "Even after the pandemic, broadband is critical for rural education. $1 billion won't be enough to reach everyone in Washington." https://www.spokesman.com/stories/2023/oct/01/even-after-the-pandemic-broadband-is-critical-for-/

Health & Environmental Sciences
The US Department of Agriculture awarded $6 million to Spokane Urban Forestry and $6 million to the Spokane Conservation District to improve Spokane's tree canopy. The Environmental Sciences Department was/is a partner organization on the grants. Some of the money will be used to fund scholarships for Spokane area high school students to attend SCC in Arboriculture/Urban Forestry and other programs in the Environmental Sciences. The students will also be provided internships in urban forestry. Washington State University received an urban forestry grant to partner with Spokane Community College and three other community colleges in Washington. As a result, faculty in the department will be creating new curriculum in Urban Forestry and students will be provided with additional internship opportunities.

The Radiology Technology program has a 5-year average of 93% pass rate on the first attempt at the national board exams. Since the day the program was started 58 years ago, they have only had 16 people fail to pass these boards on their first attempt. The recent program graduates have 100% employment and many have positions by early spring. The

majority of graduates work in the Spokane area through Providence, MultiCare, and Inland Imaging. Students do their clinicals starting the fourth week of the program at Holy Family Hospital, Sacred Heart Medical Center, Valley Hospital, Deaconess Hospital, various Inland Imaging clinics, Providence Urgent Cares, Kaiser Permanente, Northwest Orthopedic Specialty, Rockwood MultiCare outpatient, and Shriners Hospitals. They are in clinical for 21 months of the program and all students have a rotation through all the sites throughout the program. Radiology Technology faculty continue to make lasting impacts on the community.

Associate Dean of Nursing Dr. Cheri Osler traveled to Georgia in September for her work with the Accreditation Commission for Education in Nursing (ACEN). She continues to be on the ACEN Board of Commissioners, which provides benefit to the nursing program at SCC since she's on the cutting edge of understanding policies and procedures related to accreditation standards. With her knowledge base and commitment to SCC, the Nursing program is in the best shape of its existence. This is positive because the program will undergo the laborious accreditation review process within the next year. At this meeting, she and other members of the board reviewed the accreditation reports from site visits conducted during the spring accreditation cycle of institutions across the country. The department and division leadership continues to be appreciative of the work that she continues to do in this arena.

Technical Education
Our marketing efforts for the Hydraulics, Pneumatics, and Automation program have been truly exceptional and we owe this success to the unwavering dedication of our faculty member, John Norman. Mr. Norman's relentless commitment to showcasing the program's strengths and opportunities has been instrumental in attracting prospective students. Moreover, I want to acknowledge the visionary work of Obed Pérez, whose focus on sharing the heartfelt success story of our student, Serenity Haines, has had a profound impact. You can watch this inspiring story at https://www.youtube.com/watch?v=OU3mkiQGDdk, where Serenity's journey from our program to remarkable success is beautifully highlighted. We are incredibly proud to announce that Serenity was a speaker at the press conference called "State of Manufacturing" at Hotstart in Spokane Valley on October 5th. This is a testament to the excellence of our program and the achievements of our students, and we couldn't be prouder.

We are pleased to announce the successful delivery of our helicopter, a pivotal achievement that reflects our unwavering dedication to excellence in aviation education. This milestone is a testament to the tireless efforts and exceptional commitment of our Chair of Aviation, Andy Dodson. Mr. Dodson played a pivotal role in ensuring the meticulous selection of the finest helicopter, incorporating essential features that align with our program's objectives, and overseeing the successful delivery of this invaluable asset. The addition of this helicopter to our fleet not only enhances the hands-on learning experience for our students but also demonstrates our commitment to striving to become a leading institution in aviation education. We look forward to utilizing this valuable asset to continue preparing our students for successful careers in the aviation industry and ensuring the continued growth and success of our programs.

Technical Education is also thrilled to share the successful delivery of our Tesla electric vehicle, representing a significant leap forward in our commitment to innovation and sustainability in education. This achievement is a testament to the relentless dedication and hard work of our Co-chair of Automotive, Paul Petretee. Mr. Petretee has tirelessly invested his expertise and efforts in developing a cutting-edge curriculum and ensuring the fulfillment of grant obligations associated with this endeavor. His visionary leadership has been pivotal in making this initiative a reality. The Tesla electric vehicle not only serves as a symbol of our commitment to environmental consciousness but also as an invaluable tool for our students to gain hands-on experience in the electric vehicle technology sector. We extend our heartfelt gratitude to Mr. Petretee for his unwavering support in advancing our mission of providing top-notch education and staying at the forefront of the automotive industry's transformation.

We are excited to announce the incorporation of virtual reality headsets into the classrooms of our esteemed instructors, Duane Hille in aviation and Paul Petretee in automotive. This innovative addition to their teaching tools is a

testament to their commitment to providing our students with a cutting-edge educational experience. Through virtual reality technology, students will have the opportunity to engage in immersive, hands-on learning that complements their traditional classroom instruction. Mr. Hille and Mr. Petretee's dedication to embracing new educational technologies enhances the quality of education we offer and ensures our students are well-prepared for the ever-evolving demands of their respective industries. This initiative showcases their forward-thinking approach and our institution's commitment to delivering excellence in education.

Assessment Team
After spending a very short two weeks experiencing Jerusalem and the West Bank walking in the shoes of Palestinians, SCC history faculty Stacy Kowtko has come out on the other side with a new understanding of the current, ongoing conflict between the peoples of Palestine and the State of Israel. This talk, "Witness Me!" will shine some light at on-the-ground experiences most can't see from the outside while exploring the place, role, and impact of travel and tourism in the region.

> *Witness Me! The Experience, Role, and Responsibility of Traveling Palestine - Nov 8, Hagan Foundation Center for the Humanities, 10:30 a.m. and 11:30 a.m.*

Teaching & Learning Center
The Teaching and Learning Center (TLC) held its annual New Faculty Meeting on September 15th to invite faculty new to SCC, new to teaching, and in new roles at the college to a continued conversation about teaching and learning. Rather than a traditional orientation event, this meeting focused on student demographics, barriers to retention and completion, campus resources for student success, and connecting with other new folks. Thirty instructors joined the conversation on "thinking like a pedagogue," and strategies for creating effective learning environments.

Student Services Updates

Vice President/All-Division
The Division will host long-time higher education administrator and faculty member Dr. Patrick Love on October 11, who will speak on "Pervasive Leadership".

The Division will also host another all-Division teambuilding session on October 24 on Campus Development Day. This afternoon session will feature an experienced teambuilding facilitator on personality and leadership styles.

Admissions & Registration
Admissions and Non-Credit registration staff processed nearly 5,000 applications for all divisions and areas of study. Registration Pathway Specialists participated in 51 enrollment related events such as information sessions, future sasquatch days, and batch registration days.

Registration Pathway Specialists, along with Outreach staff, also responded to over 1,300 new prospect inquiries for Fall 2023.

Testing and Assessment staff helped over 2,000 students with placement processes.

Center for Inclusion and Diversity
The Center for Inclusion and Diversity kicked the month off with two events: eLearning Orientation and a Welcome Back open house. This was a new collaboration between the CID and eLearning to provide essential information to students with the goal of enhancing student readiness.

The Welcome Back event, attended by over 100 students, provided school supplies, fostered community, and set a beautiful tone for the academic year. Over 120 students checked in to the Center during the first two weeks.

Additionally, recognizing the needs of students, and with the assistance of staff from Admissions & Registration and Outreach, the CID extended operating hours during the first two weeks of the quarter to accommodate ESL students to ensure they could obtain student ID cards. We also implemented a new check-in survey with the help of Institutional Research and will use Qualtrics to collect data that will inform and track our efforts alongside the Equity Suite.

Below are the upcoming events hosted by CID:

> Hispanic Heritage Month speaker, October 18
> SNAP Financial Literacy presentation, October 26

Colville, Inchelium and Republic Centers
Colville hosted an Open House in July with larger than expected turnout. Colville Center staff also hosted a table at the Stevens County Fair.

The Colville, Inchelium and Republic Centers have a combined enrollment for fall 2023 thus far of over 325 students, including 130 Running Start students.

Counseling
Counseling is taking steps to build more robust mental health service options for students, including having more graduate student interns and adding support groups and workshops.

Counselor calendars are full and the office is seeing students over Zoom, phone and in-person appointments to meet student needs. From June 1st to Sept. 19th we made contact with 1,118 students. This is not including emails, phone calls and scheduled appointments.

Disability Access Services
During September, DAS saw a large influx of new students preparing for fall quarter. DAS completely transitioned to a new student-driven process for sending accommodation notifications to faculty. Using the DAS AIM accommodation management portal, students choose which of their approved accommodations to apply in each class. This new process both reduces the administrative burden for sending out accommodation notifications and gives students more agency in how they use and manage their accommodations.

DAS hired a new Program Support Supervisor to oversee services for deaf and hard of hearing students. Makayla Hoover is an SFCC alum and taught at SFCC as an adjunct faculty in the Interpreter Training Program.

Dual Enrollment
Prior to the start of the Fall quarter on September 7th, 11th, and 13th, the Dual Enrollment Office hosted over 240 new Running Start students so they could learn more about the resources available to students, purchase their books, and be introduced to the new space and staff dedicated to supporting running start students.

This Fall quarter we have over 775 running start students who are either new or returning from last year. This marks the second largest running start cohort at SCC.

Starting Fall quarter, the Dual Enrollment office will have three running start student ambassadors who will work the front desk, connect and plan events with running start students, and support the outreach efforts to new students.

We have received 15 new articulations from high school that will begin this year which brings us to 42 class offerings already activated for this new academic year with CTE dual credit options.

Financial Aid
More than $11 million has been disbursed to students for fall 2023.

Newport Center
Newport Center hosted a Welcome Table for the first two days of Fall Quarter, September 20th & 21st. This was a great opportunity to connect with new and returning students, provide information about resources, direct them to their classrooms, and give a warm SCC welcome!

Newport Center held their first Bigfoot event of the year, "Stuff a Sasquatch" with 30 students participating in the fun-filled event.

SCC Newport fall enrollments are holding steady with 125 students enrolled.

On September 11, SCC Newport Center Manager, Rhonda Quandt and Running Start Liaison, Kris Cornelis, hosted a Running Start Orientation.

Katherine Cornelis, Workforce Program Coordinator, has awarded $45,000 thus far to Northern Counties rural students.

During the month of October, the Newport staff and faculty are honoring victims and survivors of domestic violence by wearing purple on Thursdays. Newport Center has displayed information and is sharing out resource information packets to students, faculty, and staff.

Outreach
The Outreach and Campus Tours department is fully staffed with Ramona Barhorst as the Student Recruitment Manager; Duncan Krop, Community Recruitment Manager (new); Brandi Maynard, Workforce Recruitment Manager (new); and Nicci Gooch, Campus Visit Supervisor.

Outreach was able to partner with the Center for Inclusion and Diversity in a registration days event. This event was able to assist 38 students with registration for Fall quarter.

Campus Visits hosted three Welcome Week tours in September. These new students were able to see all the resources available to students on campus, get their student ID cards, purchase books, and find where their classes are being held. They also had a chance to buy their parking passes so they can be ready on the first day. A total of 98 students attended welcome week tours.

Due to fall being recruitment season, the Outreach department has been out visiting high schools and attending college fairs to advertise our many programs. As of October, our department has attended five college fairs, three high school visits, and three community events.

ReEntry Programs
Dr. Suzanne Phillips has been working throughout the summer to facilitate a Reentry Resource Fair for Stevens County. SCC Reentry Services has partnered with Community Partners for Transition Services, Better Health Together, the Department of Corrections, and Amerigroup to bring resources for food, housing, employment, clothing, and community services to Colville. The Fair will be held on October 26th from 5 - 8 pm. Dinner and warm clothing will be offered along with various community providers to help create a smooth transition back to Stevens County.

Student Health Clinic

The Student Health Clinic reopened for the fall quarter on September 11th. We have been busy helping students complete their sports physicals and Allied Health program requirements. We have also seen several Head Start applicants and students presenting with seasonal cold/flu symptoms.

The Washington State Department of Health has provided us with over $5,000 worth of free Hepatitis B, MMR, Tdap, and Flu vaccines. These vaccines will be available only to underinsured or non-insured patients. Clinic staff are now required to screen student patients to determine eligibility for free vaccines.

ARNPs Fionnuala Brown and Elizabeth Phenneger have both completed and passed the Medical Examiner Certification exam for the Department of Transportation. The clinic is ready to offer DOT physicals to the incoming CDL cohort.

The Clinic has partnered with *Language Line*, a web-based translation service, to offer translation and interpretation services to our ESL student population. *Language Line* has over 10,000 HIPAA and medically trained translators available to us via telephone or software application.

Student Life

A group of student leaders from the Student Life team represented SCC at the College Unions and Student Programs (CUSP) Student Leadership Conference at Green River College in Auburn, WA from September 6 - 8.

The Associated Student Government (ASG) has onboarded two new senators and will welcome three additional senators in the month of October as well as two new directors.

ASG officers and Bigfoot Events are coordinating through the Project Healthy Campus initiative to create a farmer's market event on October 12.

Bigfoot Events coordinated Welcome Week activities during the last week of September. Events included indoor games, live DJ music, sno-cones, Stuff-a-Skitch Day, and the ever-popular petting zoo.

The Food Pantry and Resource Center locations across the Colville, Inchelium and Main Campus locations opened during the week of September 25th. SCC and SFCC will co-host two campus and community resource fairs on October 3 at SCC and October 5 at SFCC.

Student Life hosted its Bigfoot Student Leadership Experience during the weekend of September 29 – October 1, at the Bear Paw Camp and Retreat Center in Newport, WA. This retreat was attended by student club officers and other student leaders and featured concurrent sessions by CCS staff, including Dr. Suzanne Phillips, Amber McKenzie, and Shannon Ketcham and two keynote sessions featuring SCC alumnus and community advocate, Rick Clark and SCC Director of Student Success, Diversity and Equity, Priya Osborne.

PRESIDENT'S REPORT

SPOKANE FALLS COMMUNITY COLLEGE

Presented by: Dr. Kimberlee Messina
                   President, SFCC
                   October 17, 2023

TAB 3

DISCUSSION/ACTION/REPORT: Update on CCS Marketing

<u>BACKGROUND</u>
College enrollment is dropping across the nation due to changing demographics, Covid-19 after-effects, a strong job market and questions being raised about the value of a college education.
CCS Marketing works across the district to help attract students and increase awareness of CCS offerings.

Prepared by: Carolyn Casey
                           Chief Institutional Advancement and External Affairs Officer

Presented by: Carolyn Casey
                           Chief Institutional Advancement and External Affairs Officer
                           October, 17 2023

Current Marketing Practices

▶ District Marketing creates shared marketing funded through a district marketing fund for:

  ▶ AA Transfer

  ▶ Running Start

  ▶ General Career Tech

▶ Colleges and District Offices pay for additional marketing for specific programs

▶ Most campaigns include a campaign web landing page and CRM inquiry form

▶ Per Trustee-approved procedure, all paid marketing is done through the District MarCom office.

▶ Per SBCTC and State Legislative rules, CCS may only market in our service area.

▶ We use authentic storytelling whenever possible

FALL QUARTER
New Student Application
August 30th

Marketing Campaigns

Each marketing campaign presents unique challenges; however, the same questions need answering each time:

1. Audience demographics
2. Common interests or activities
3. Timeline for call to action
4. Budget

Running Start Campaign

Campaign #1 – High School Information Night Recruitment

▶ Geofencing high schools by zip code two weeks prior to event

▶ Directed to marketing landing page at Spokane.edu

▶ Peach Jar Flyers (Spokane Public Schools, Pullman, Deer Park)

▶ 18 events -- 1,301 Students attended
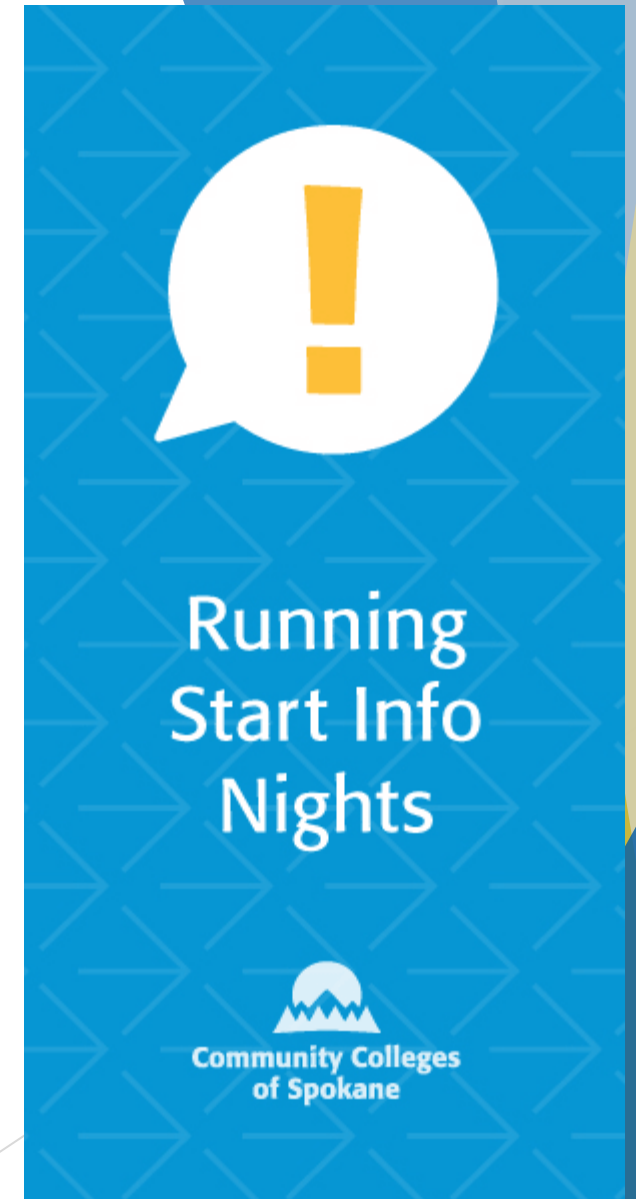
Running Start

Campaign #2 - General Recruitment
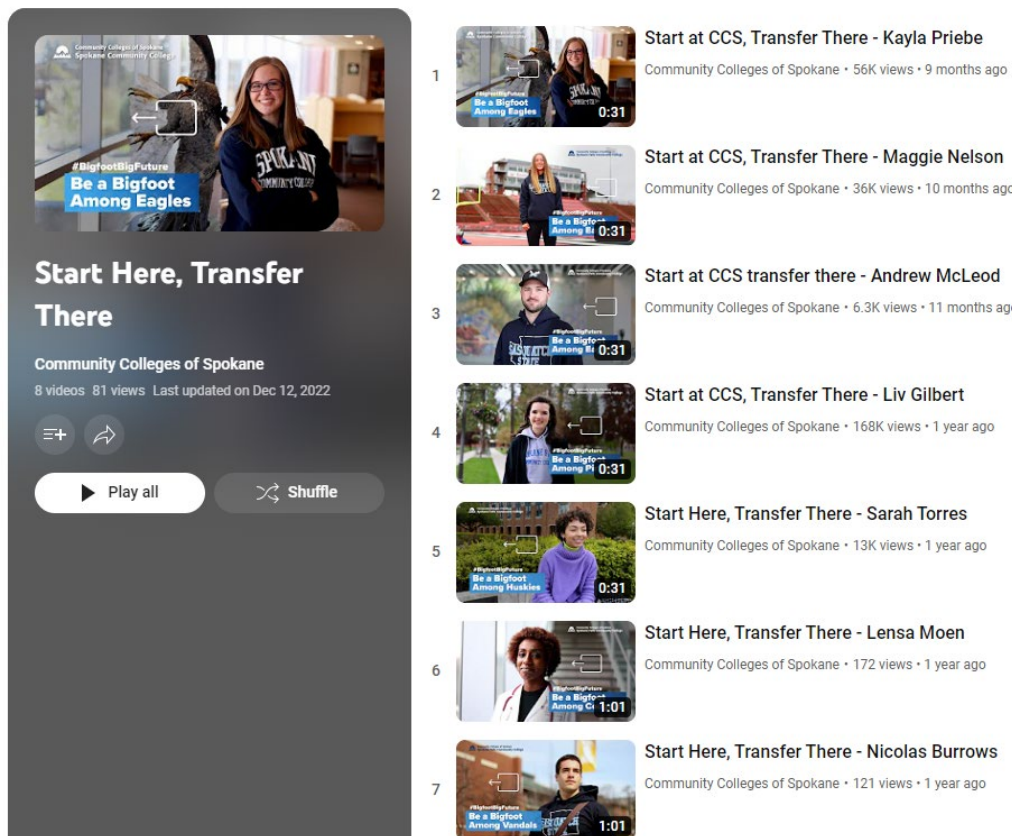
▶ Social Media ads (SnapChat and Tik Tok) promoting Running Start throughout the 6-county region for 3 months

▶ Interviewed actual Running Start students on their WHY? Keep it short and authentic.

▶ Directed to landing page at Spokane.edu

▶ Spokane Public Radio spots for 3 months

Campaign #3 Under-represented Students

▶ Community Newspaper Print Ads

   ▶ Tribal Tribune

   ▶ La Prensa Bilingue- translated to Spanish

   ▶ The Fig Tree

Obtén un crétido de College en Highschool!

Si eres estudiante de Running Start en Community Colleges of Spokane, puedes desafiarte académicamente o marcar la diferencia del trajecto de Highschool tradicional. Si eres Senior o Junior en Highschool puedes asistir tiempo parcial o tiempo completo.

No tienes que pagar por los primeros 15 créditos.*

Escanea el siguiente código QR para conocer más detalles spokane.edu/Running-Start

Running Start no cubre cargos obligatorios, libros, y otros cargos por parte de la institución. Sin embargo, contamos ayuda económica adicional.

Transfer Student Campaign

Goal -- Tell the stories of our recent AA-Transfer grads and show them at our top transfer universities

Photo and video shoots at Gonzaga, Eastern, WSU, UW, Whitworth and University of Idaho
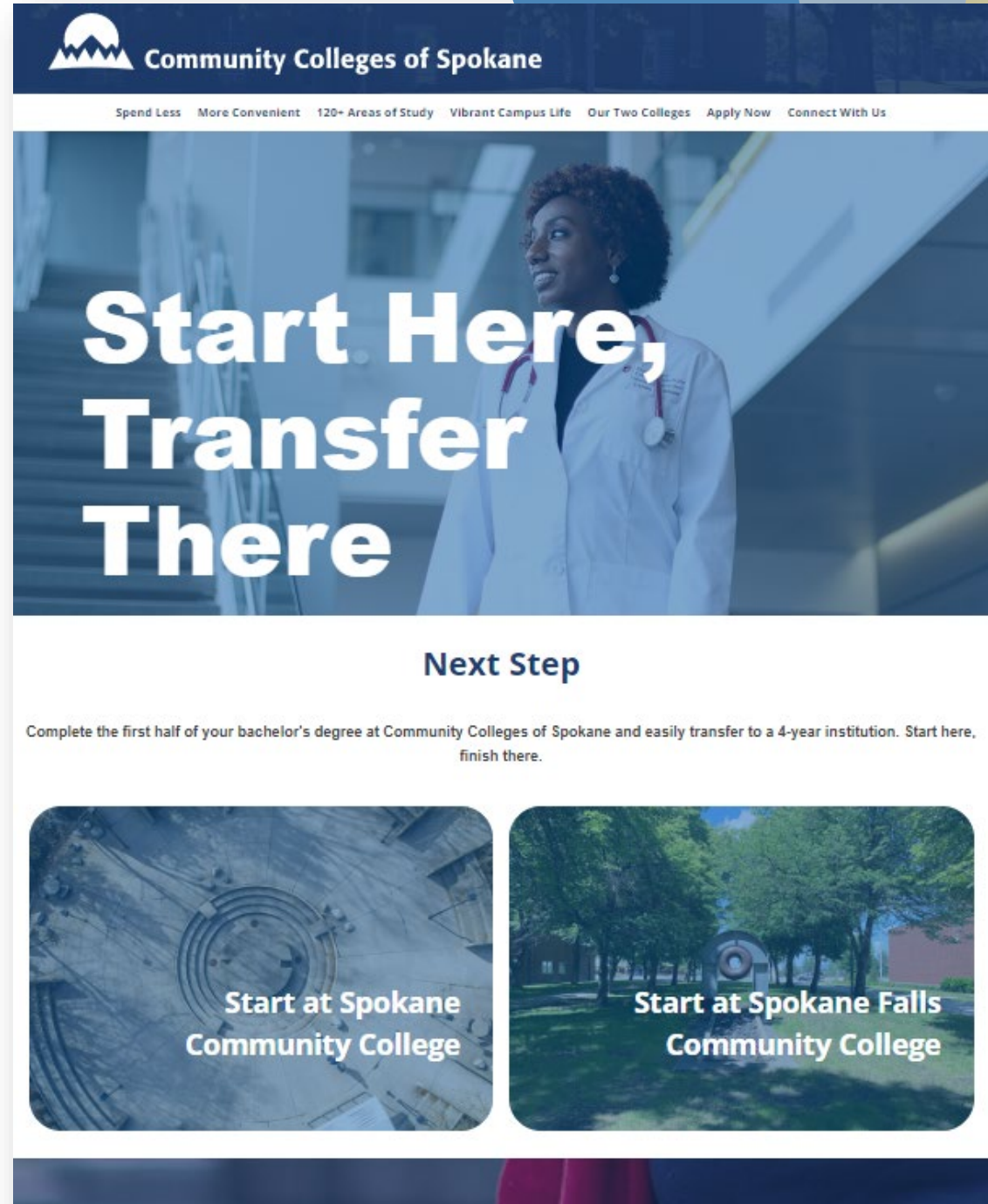
Target 17-25 y/o in all 6 counties (Spokane, Lincoln, Ferry, Stevens, Pend Oreille and Whitman) **plus Kootenai County in Idaho**

- Billboards
- Community Newspapers
- :30 second videos on YouTube and OTT

Transfer Student Campaign

Transfer Student-YouTube Results

YouTube

INDUSTRY AVERAGE VIEW RATE: 27%

Views	Avg. CPV	View rate	Impr.	Clicks	CTR
170,024	$0.022	53.91%	315,373	378	0.12%

Devices

Ad performance across devices

Mobile phones | Tablets | Computers | TV screens

Clicks
77.8% | 6.3% | 5.8% | 10.1%

Impressions
35.1% | 4.0% | 13.9% | 47.0%

Views
31.8% | 3.3% | 16.8% | 48.1%

TOP PERFORMING AD

Community Colleges of Spokane
Spokane Falls Community College

#BigfootBigFuture
Be a Bigfoot Among Pirates

Demographics Views

Summary of the demographic groups your ads are reaching by age and gender

Gender | Gender & Age | Age

Male

Female

18-24 25-34 35-44 45-54 55-64 65+

Based on the 97% of your video views with known gender and age. ⓘ

Career/Tech Student Campaign

Goal: Showcase the wide variety of Career/Technical programs offered across CCS.

Created fourteen :30 second videos to promote recruitment of CTE students by Area of Study/Guided Pathway. Each college had an equal spend, with their respective videos rotating throughout the campaign.

Target:
Spokane, Ferry, Stevens, Pend Oreille, Lincoln and Whitman County residents **PLUS**
Kootenai County, Idaho
- Less than two years of college completed.
- **17-30 years of age**
- YouTube and OTT.
- #BigfootBigFuture

Career/Tech Student Campaign - SCC

SCC – Area of Study

01 SCC-Culture Arts

02 SCC-Business

03 SCC-STEM

04 SCC-Public Services

05 SCC-HandsOn

06 SCC-Healthcare

07 SCC-Natural World

08 SCC-Food Services

Creative Details	Impressions	Video Completion Rate
02_SCC_Business_OTT ID: 2212507 Advertiser: Spokane Falls Community College	16,164	96.83%
01_SCC_Culture_arts_OTT ID: 2212506 Advertiser: Spokane Falls Community College	16,080	96.78%
07_SCC_Natural_World_OTT ID: 2212511 Advertiser: Spokane Falls Community College	9,887	97.63%
06_SCC_Healthcare_OTT ID: 2212513 Advertiser: Spokane Falls Community College	9,845	97.14%
03_SCC_STEM_OTT ID: 2212508 Advertiser: Spokane Falls Community College	8,721	97.28%
05_SCC_Hands_on_OTT ID: 2212509 Advertiser: Spokane Falls Community College	8,718	96.94%
04_SCC_Public_Services_OTT ID: 2212510 Advertiser: Spokane Falls Community College	8,474	96.81%
08_SCC_Food_and_Personal_Services_OTT ID: 2212512 Advertiser: Spokane Falls Community College	6,224	97.09%

Industry Average
View Rate 27%
Ours was 55%

Career/Tech Student Campaign - SFCC

SFCC – Area of Study	
Business	
Education	
STEM	
Health	
Humanities	
Visual Arts	

Creative Details	Impressions	Video Completion Rate
Health_30s_OTT ID: 2212963 Advertiser: Spokane Falls Community College	16,184	97.23%
Education_30s_OTT ID: 2212971 Advertiser: Spokane Falls Community College	16,095	97.15%
STEM_30s_OTT ID: 2212972 Advertiser: Spokane Falls Community College	13,418	97.1%
Visual_and_Performing_Arts_30s_OTT ID: 2212975 Advertiser: Spokane Falls Community College	13,044	97.72%
Business_30s_OTT ID: 2212974 Advertiser: Spokane Falls Community College	12,821	97.17%
Humanities_30s_OTT ID: 2212973 Advertiser: Spokane Falls Community College	12,446	97.16%

Industry Average View Rate 27% Ours was 57%

Google Adwords "Drip" Campaign for Both Colleges CTE programs

Spokane Falls Community College	Photography	If you enjoy viewing life through a camera lens, a degree in photography could help put your future in focus.	https://sfcc.spokane.edu/What-to-Study/Programs/Pathway-Course-Map?plan=Photography	photography, lighting, composition, visual storytelling, artistic, technical skills, studios, technology labs, visual communications
Spokane Falls Community College	Digital Filmmaking	If you like movies and telling stories with video a career in filmmaking may be right perfect for you!	https://sfcc.spokane.edu/What-to-Study/Programs/Pathway-Course-Map?plan=Digital%20Filmmaking	cinematography, acting, directing, writing, commercial advertising, corporate video production, social media marketing, broadcast television, filmmaking, film departments, digital video production
Spokane Falls Community College	Graphic design	Are you artistic, good with technology and a creative thinker? Consider a career in graphic design.	https://sfcc.spokane.edu/What-to-Study/Programs/Pathway-Course-Map?plan=Graphic%20Design	visual graphics, print, web, video, animation, motion graphics, 3D modeling, social media, design studio, advertising agency, corporate in-house design graphic design, marketing, ads, design, internet programming, digital photography, video production, journalism
Spokane Falls Community College	Hearing Instrument Specialist	If you want to help people overcome hearing loss and improve quality of life, hearing instrument specialist could be just the profession for you.	https://sfcc.spokane.edu/What-to-Study/Programs/Pathway-Course-Map?plan=Hearing%20Instrument%20Specialist	hearing, program, Washington Hearing Society, certificate, hearing aid, training courses, hands-on, Instrument Technician, HAST, Ear Doctors, Audiologists, community colleges in spokane, colleges near me, programs near me
Spokane Falls Community College	Audio Engineering	If you have a good ear for music and enjoy working with sound technologies, audio engineering could be an excellent career path for you.	https://sfcc.spokane.edu/What-to-Study/Programs/Pathway-Course-Map?plan=Audio%20Engineering	digital audio production, analog, digital recording, live sound engineering, sound design, studio recording, live-sound techniques, acoustics, microphones, mixing boards, signal processing, digital audio software
Spokane Falls Community College	Cyber Security	SFCC offers a 4-year cybersecurity degree, a 2-year degree in information technology with an emphasis in cybersecurity, and 3 month certificates in cybersecurity.	https://sfcc.spokane.edu/What-to-Study/Programs/Pathway-Course-Map?plan=Cybersecurity	BAS program, cybersecurity, forensic science technician, computer, information system manager, network support specialist, internet, computers

Finding potential students at events:

High School Graduations:
Geofenced all High School graduations delivering SnapChat ads promoting attending Community Colleges of Spokane

Hoopfest
Geofenced downtown Spokane from June 23 – 26 delivering Running Start ads
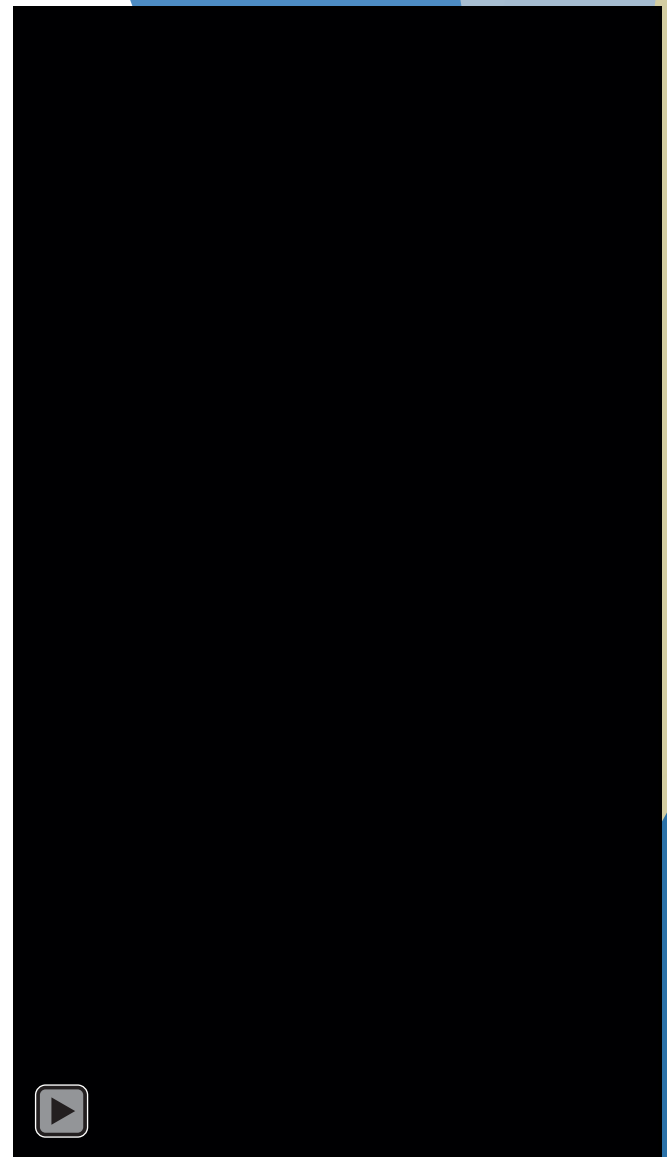
FastTrack - SCC

Promote the FastTrack Accelerated degree program targeting M/F, 18-30 y/o with no college.

Social Media Ads running in Spring. Landing page is https://spokane.edu/FastTrack

- YouTube
- Snapchat
- Spotify
- TikTok

Also ran TV commercials during the Seahawks pre-season games and Mariners games in August resulting in additional inquiries to the CRM.

Fast Track Your Future - Transfer degree in half the time
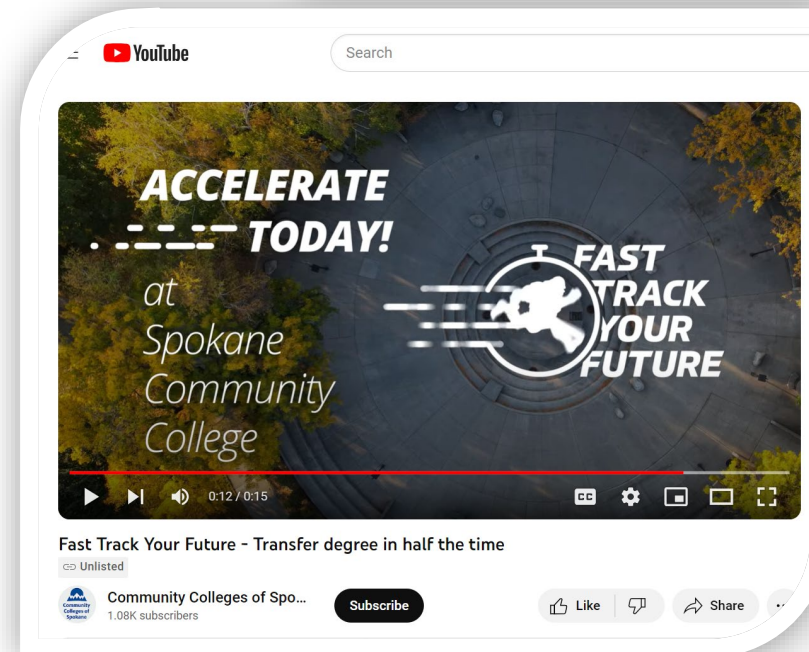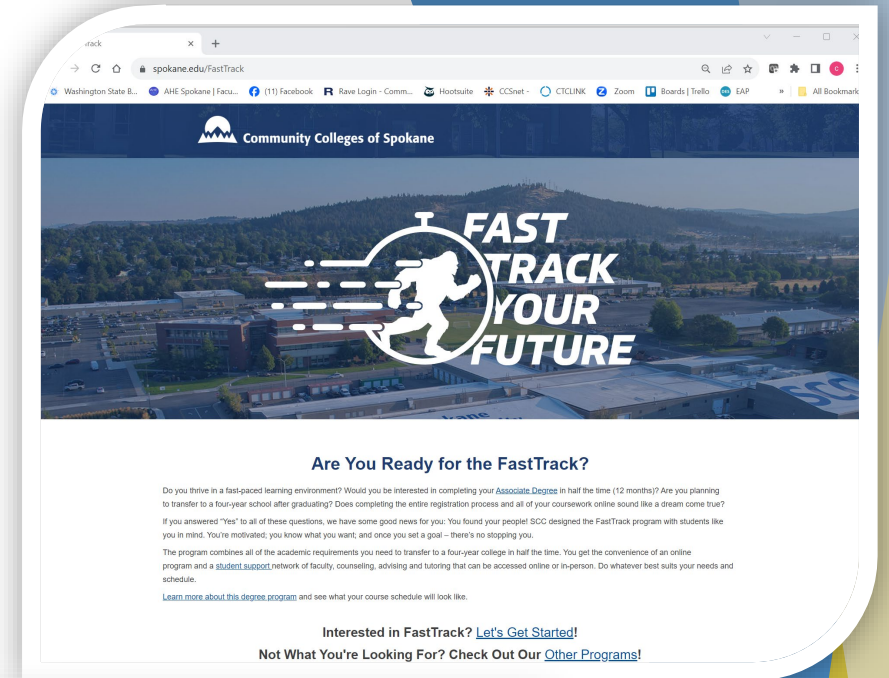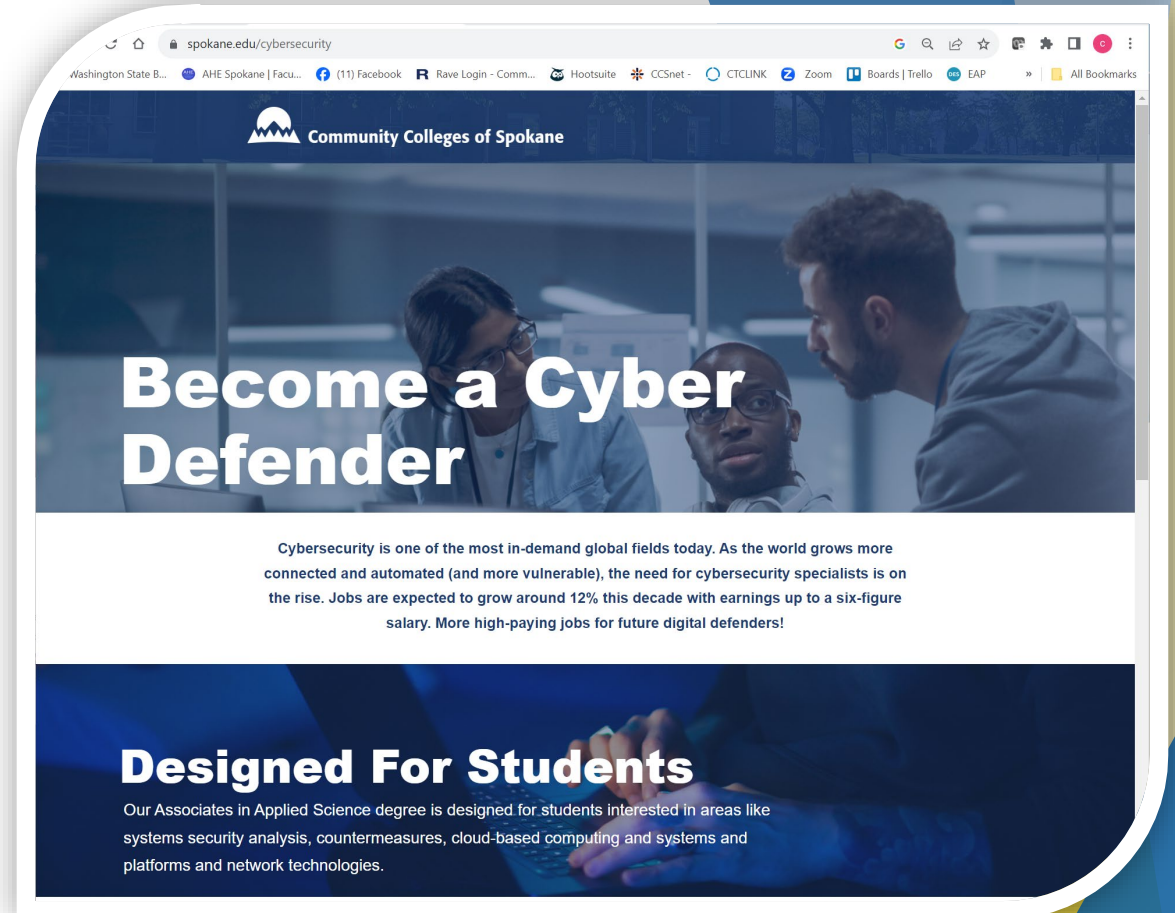
Cybersecurity – SFCC & CCE

Promote Cybersecurity programs at SFCC - Certificates / Associate Degree / Bachelor Degree

- College credit classes
- Targets 18-45 year old, M/F
- Geofence Cybersecurity Events:
  - March 5th SFCC Cybersecurity /Carl Maxey event
  - Feb 11th Mayors Cyber Cup at Gonzaga
  - Camp Code for Girls in June at EWU
- Peach Jar – high schools
- Create stickers for outreach events

Promote Corporate and Continuing Education – Comp TIA Certificates

- Highlight the 75% off the regular rate
- Non-credit classes
- Targets 18-45 year old males, no high school, gamers, promote IT fundamentals
- No high school degree needed

Marketing ABE – HS+

Promote **High School Plus** for Summer quarter*

Landing page

Split between Snap Chat and Tik Tok

Zip Code Targeting – Lower income zip codes

*Ran quarterly ABE promotions throughout the academic year promoting ESL and Skilled Trades Prep (STP) programs

Marketing ABE – HS+

Significant increase in web page traffic

Program page that normally averages **20 Pageviews** per day, jumped to average **297 pageviews** per day during the campaign.

Welcome Packets

Welcome packet envelopes mailed to students who applied monthly to maintain engagement and provide additional connection. (Approx 1,200 per month)

Contains:

- Colorful yellow envelope
- Letter from college president
- Bigfoot Guidebook
- Bigfoot social media piece
- Sticker sheet
- College pennant

2023 NCMPR Gold Paragon Award winner

Public Relations – The Methodology

- We are using all the talents and skills of our team to fuel a **storytelling-focused strategy** that works as our **best communication tool** for CCS programs.
  - We identify key stories with campus partners
  - We write stories and pitch them to the media
  - We share them on social media and tag others
- We use all media forms and platforms to create and share our stories with the media and audiences:
  - **Writing:** Press release posted to web, sent to media
  - **Visuals:** Accompanying photos and videos for story
  - **Social media:** Facebook, Instagram, LinkedIn posts

SCC Respiratory Care Student selected as State Representative >
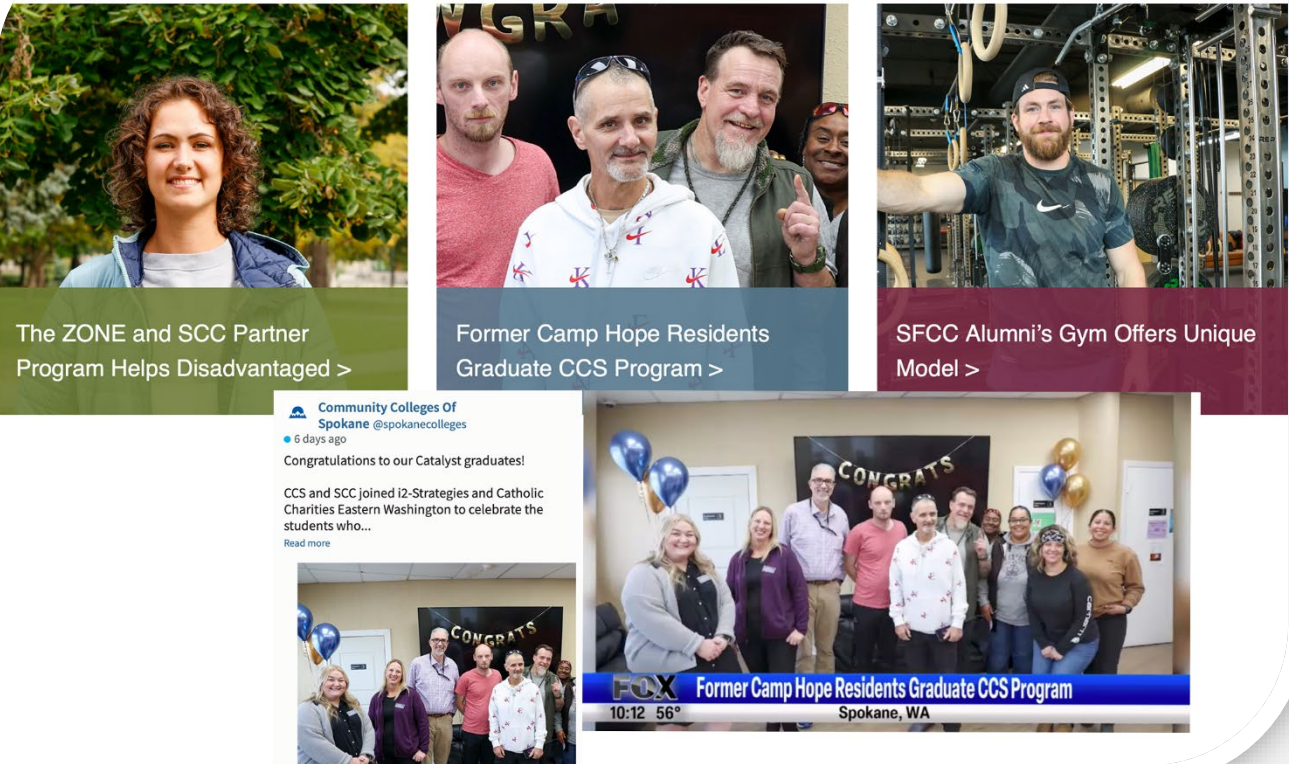
Public Relations – Multi-platform Stories

Camp Hope Graduations

▶ How one compelling story is expressed in multiple formats.

  ▶ Catalyst program with Catholic Charities guide former Camp Hope residents, set on new path

  ▶ A writer, photographer, and social media manager created content shared:

    ▶ on our website

    ▶ on social media

    ▶ on television
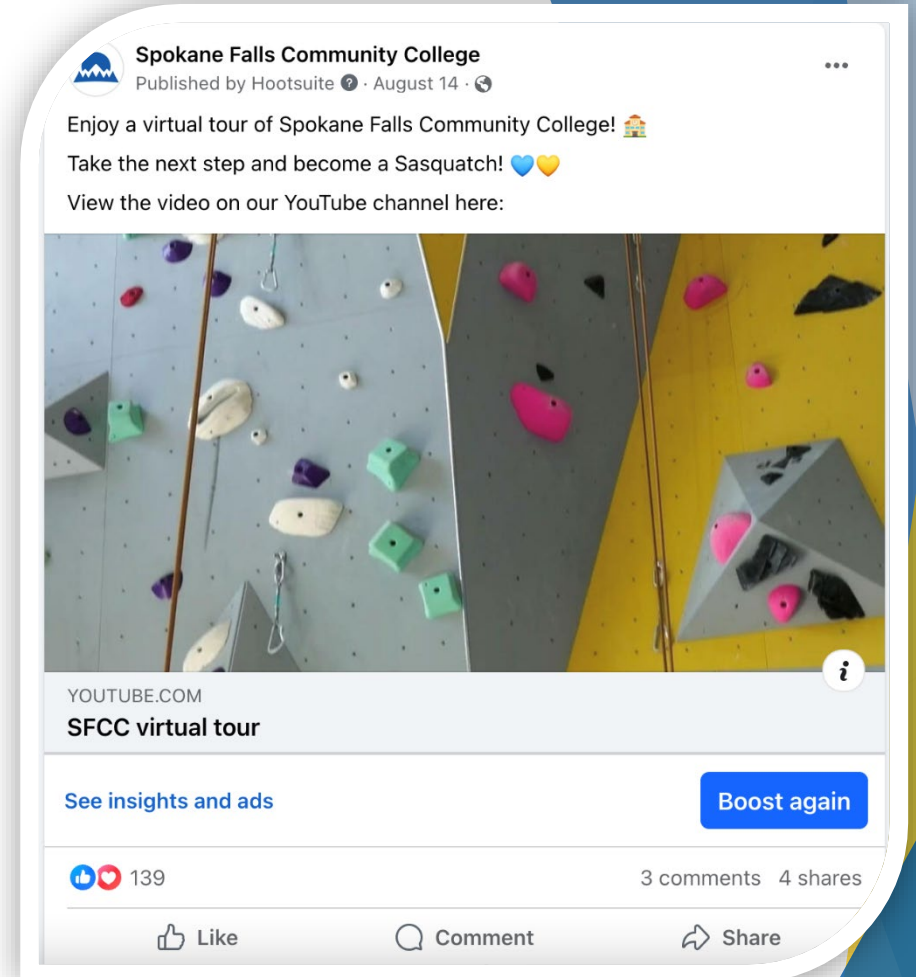
Social Media

► **To expand the reach of our organic social media posts, we started boosting the more popular posts to the community**

- Spokane Falls Community College's Campus Tour video received a great amount of engagement
- August 25 - September 22
- 139 likes, 3 comments and 4 shares
- 24,769 post impressions
- 9,904 post reach
- 720 engagement

Social Media

► **We also posted our ads organically and then boosted them**

- o Spokane Community College's summer college credit ad performed well
- o June 28 - July 2
- o 8,790 reach
- o 11 messages produced
- o 114 post engagement
- o 95 link clicks
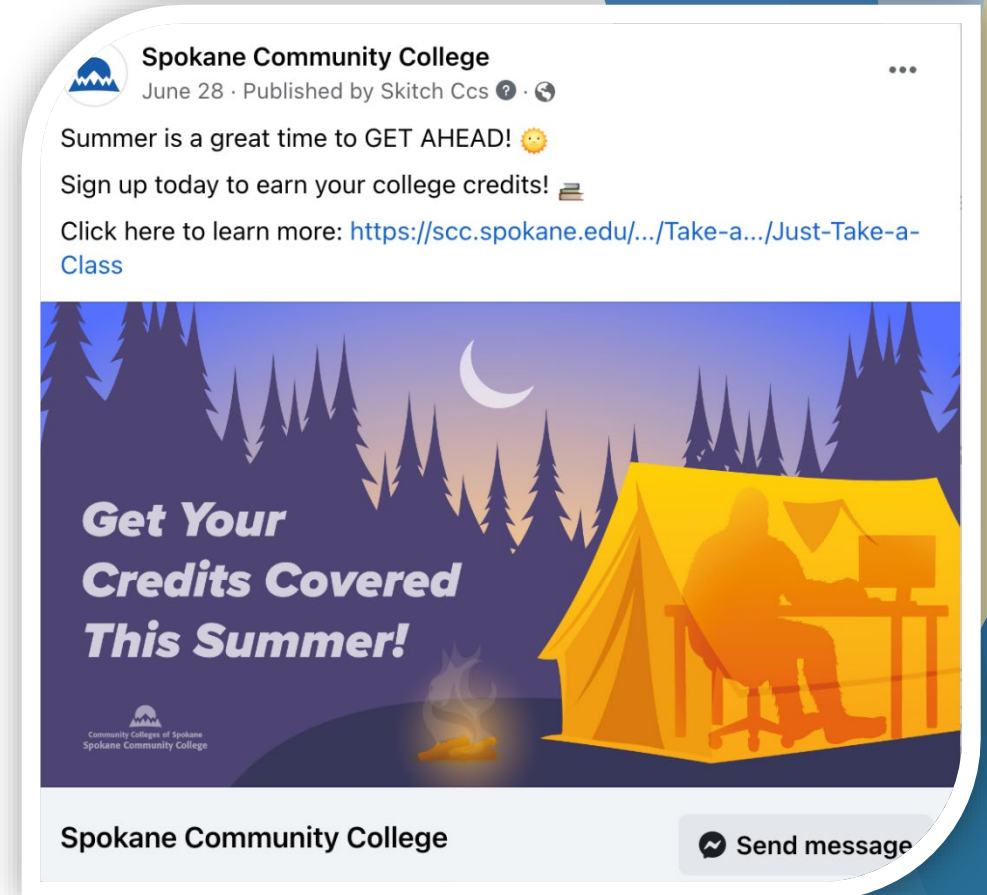
Public Relations – Compelling Video

▶ Serenity Haines was a single mom who started with a GED and is now graduating with an AA and walking into a local, high-paying career.

▶ Showing this journey:

▶ Inspires future and current students

▶ Fills faculty and staff with job satisfaction

▶ Promotes the mission of the community colleges

▶ Inspires stewardship
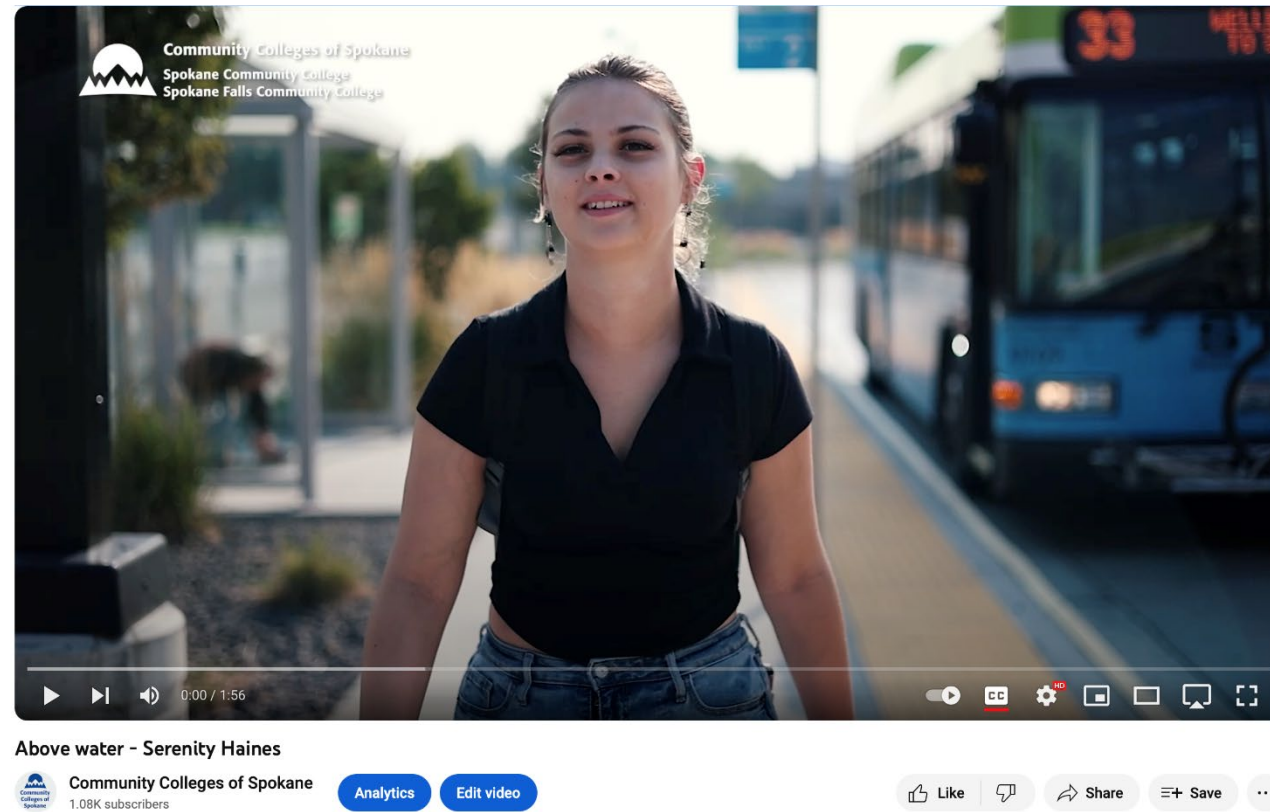
TAB 4

REPORT: 2021-25 CCS Strategic Plan: update on plan structure, objectives and progress, individual project management, and timelines.

BACKGROUND

The current CCS strategic plan was approved July 2021. Since that time, work sessions were conducted to develop strategic objectives, set targets, identify KPIs and create projects that, successfully completed, are anticipated to help CCS achieve our priorities. The Executive Cabinet has prioritized the projects, assigned project managers, and work has been underway since 2022.

Project status is determined regularly and assigned managers provided a "percentage" completed. This information is used to update a Strategy Map which tracks each project against its assigned priority, objective and performance indicator. The most recent map is attached.

Among the prioritized strategic projects was the development of a dashboard that would, throughout the planning period, demonstrate and communicate progress toward our KPIs. The dashboard is regularly updated. Targets, established by leadership and approved by the Board in spring 2022, are displayed and help demonstrate the progress yet needed by June 30, 2025, when the planning period ends.

Greg Stevens, Chief Strategy Officer, will provide a review of overall plan structure, objectives and progress, individual project management, and timelines is also attached.

2021-25 CCS Strategic Plan: Pillars and Priorities

Mission Statement: ***To provide all students an excellent education which transforms their lives and expands their opportunities.***

Vision Statement: ***Providing the best community college experience in the northwest***

Values: **Students First / Equity / Access / Excellence / Integrity /Leadership / Responsive / Stewardship**

Priority Statements:

Student Success: *Expanding the recruitment, enrollment, retention & academic achievement of a changing student population through consistently high-quality academic programming and innovative student support models that best serve the needs of tomorrow's regional workforce.*

Operational Excellence: *Ensuring the continuous improvement of our financial sustainability through on-going academic and student service innovation, consistent data-informed decision-making and the constant pursuit of organizational efficiencies that make us quick to respond to student needs and external opportunities.*

Employee Success & Excellence: *Advancing the engagement and change management capacity of a high-quality faculty and staff through purposeful recruitment, development & retention, consistent standards of performance and accountability, and the relevant, timely and transparent internal communication needed to best serve our students.*

Prepared by: *Greg Stevens*
Chief Strategy and Administration Officer
October 3, 2023

Presented by: *Greg Stevens*
Chief Strategy and Administration Officer

Community Colleges of Spokane

Pillars AND Priorities

2021-2025 STRATEGIC PLAN PROGRESS REPORT

Community Colleges of Spokane
2021-25 Strategic Plan

Progress, Performance Indicators, Projects, and Plan Timelines

2021/22 | 2022/23 | 2023/24 | 2024/25

We are Here

Community Colleges of Spokane

Pillars *AND* Priorities

2021-2025 STRATEGIC PLAN PROGRESS REPORT
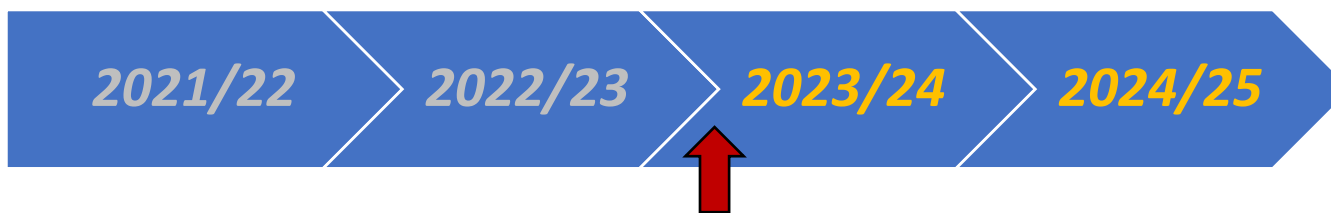
On schedule, reached the plan's mid-point on July 1, 2023

- Emergent Strategy sub-group worked during Spring 2023 to identify unaddressed emerging trends
  - 2 projects recommended to and accepted by Cabinet
- Administrative retreat focused on Employee Excellence – Purposeful Retention
  - 3 projects added by Cabinet
- 42 total projects
  - 14 completed
  - 9 in progress
  - 19 to be assigned (including 5 new)

Strategic Pre-Planning — Current - March '21
- Project Planning (readiness assessment, procurement & scheduling)
- Form and Charge Planning Team
- Environmental Scan: PEST Data Collect & Analysis
- Competitive Analysis
- Stakeholder Surveys

Strategic Thinking — April - June '21
- Determine Strategic Position
- Identify Strategic Priorities
- Team Review of Analysis & Assessments
- SWOT Analysis
- Strategic Pillars: Mission, Vision & Values
- Identification of CCS Competitive Advantages
- Identification of Strategic Issues
- Recommend CCS Strategic Priorities

Strategic Planning — July - Sept '21
- Define CCS Strategic Objectives
- Establish Key Performance Indicators (KPIs)
- Identify/Assign Strategic Projects and Cascade
- Measure, Monitor and Report Strategic Projects/Objectives

Strategic Execution — Sept '21 to ??
- Schedule Implementation
- Align Budget and Operational Plans
- Monitor, Assess Progress/Report
- Manage Emergent Strategy

CCS Activity | Vendor Facilitated Activity

Review of Strategic Priorities

- Student Success: *Expanding the recruitment, enrollment, retention & academic achievement of a changing student population through consistently high-quality academic programming and innovative student support models that best serve the needs of tomorrow's regional workforce.*

- Operational Excellence: *Ensuring the continuous improvement of our financial sustainability through on-going academic and student service innovation, consistent data-informed decision-making and the constant pursuit of organizational efficiencies that make us quick to respond to student needs and external opportunities.*

- Employee Success & Excellence: *Advancing the engagement and change management capacity of a high-quality faculty and staff through purposeful recruitment, development & retention, consistent standards of performance and accountability, and the relevant, timely and transparent internal communication needed to best serve our students.*

Student Success: Priority Elements

Student Success: *Expanding the academic achievement of a changing student population through...*

- Expanding student recruitment
- Expanding student enrollment
- Expanding student retention
- Expanding student achievement
- Providing consistently high-quality academic programming
- Providing innovative student support models

...that best serves the needs of tomorrow's regional workforce

Objective [*uh*b-**jek**-tiv] noun: *something that one's efforts or actions are intended to attain or accomplish; purpose; goal; target*

Student Success

- **Expanding student recruitment**
  - Objective: *Increase by 6% the number of prospective student inquiries received as compared to CY22, and increase by 20% the number of applications received as compared to FY20-21, from both targeted student populations and overall.*

- **Expanding student enrollment**
  - Objective: *Increase CCS student enrollment 1) by 1% as a share of overall state system enrollments and 2) by 62% in contracted enrollment categories, measured in both FTES and Head Count, from both targeted student populations and overall, as compared to FY20/21. And increase by 5% CCS' referent market share, as compared to Fall 2020.*

- **Expanding student retention**
  - Objective: *Increase CCS' Student Achievement Initiative (SAI) points sufficient to achieve top ranking among the ten largest districts by headcount, as measured by SAI points per student for both targeted student populations and overall.*

Student Success: *Objectives to Projects*
Theme – "Return to pre-pandemic levels… go from there."

Priority: Student Success	Objective/Goal(s)	Key Performance Indicators (KPI)	Projects/Initiatives
Expanding Student Recruitment	Increase by 6% the number of prospective student inquiries received, as compared to CY22, and by 20% the number of applications received, as compared to FY18-19, from both targeted student populations and overall.	• The number of prospective student inquires received, as compared to CY22. • The number of applications received, as compared to FY18-19. • Reported by both targeted student populations and overall	• Customer Relationship Management (CRM) software/program • Chatbot interactive web function • Comprehensive branding project to enhance visibility and improve competitive position within our reference higher education marketplace.

Pillars AND **Priorities**

Student Recruitment: Increase by 6% the number of prospective student inquiries received, as compared to CY22.

4,890

23-Mar   24-Mar   25-Mar

■ Inquiries Received

Pillars
AND
Priorities
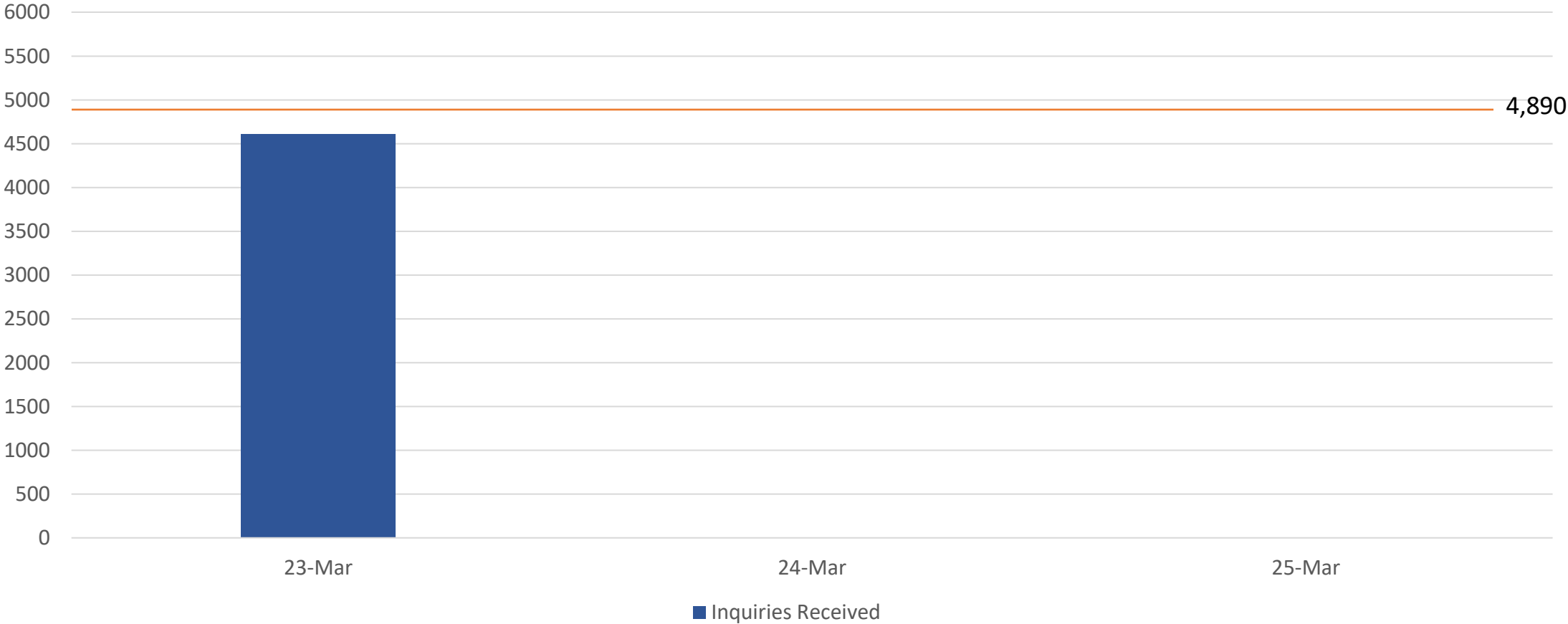
Student Recruitment: Increase by 20% the number of applications received in 2020/21, from both targeted student populations and overall.

2020/21 applications = 13,765
20% improvement = 16,518
2021/22 applications = 15007 (+9%)

Legend: SCC | SFCC | Became Student

Chart years: 2018/19, 2019/20, 2020/21, 2021/22, 2022/23, 2023/24, 2024/2025

Became Student percentages: 51%, 46%, 43%, 47%

PILLARS AND Priorities

Student Recruitment: Increase by 11% the number of applications received in FY20/21 from both targeted student populations and overall.

2020/21 applications = 10,387
11% improvement = 11,530
2021/22 applications = 11,076   +6.6%

Legend: Total of Targeted Pops | First Gen | International | Rural | Students of Color | Vets
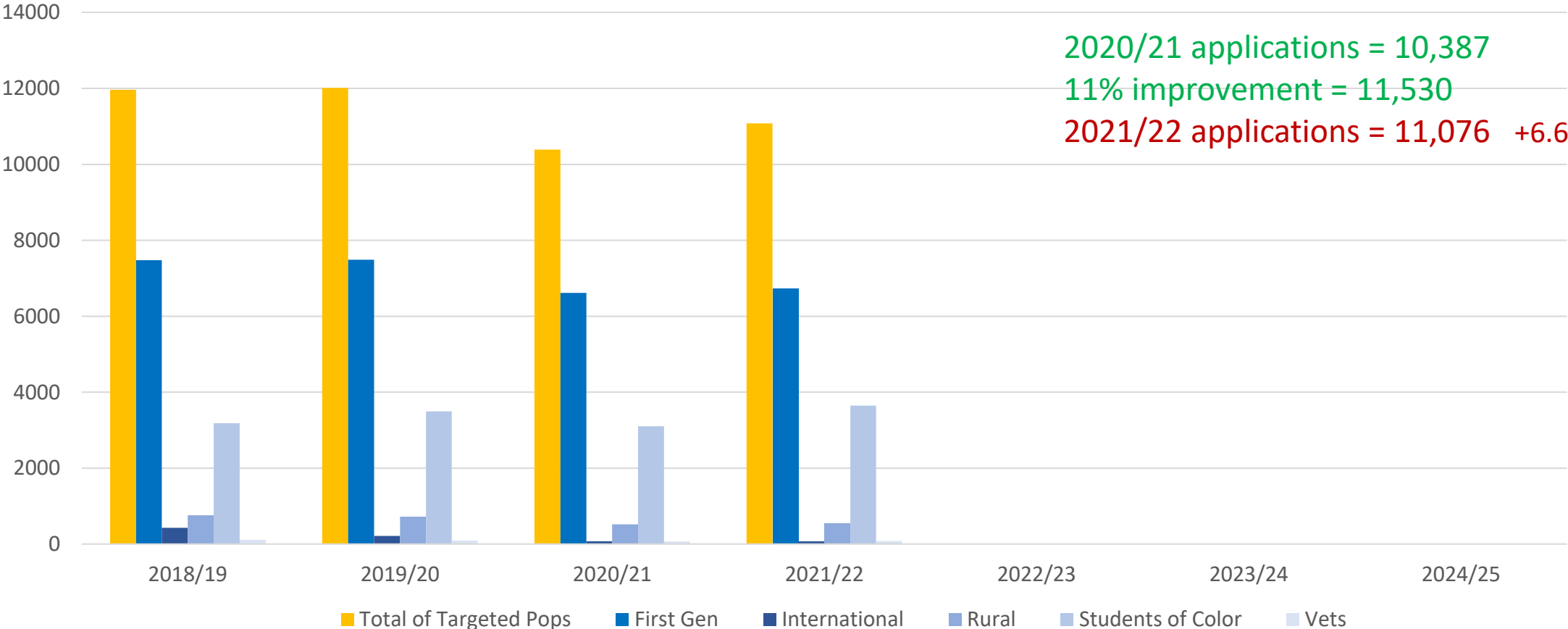
Source: Applicant to Enrolled Report|
https://reporting.ccs.spokane.edu/ReportServer/Pages/ReportViewer.aspx?/Reports/Registration%20and%20Admissions/Applicant%20to%20Enrolled

Pillars AND Priorities

Student Enrollment: Increase CCS student enrollment by 1% as a share of overall state system enrollments, measured in both FTES and Head Count, from both targeted student populations and overall, as compared to FY20/21.

Student Enrollment: Increase CCS student enrollment by 1% as a share of overall state system enrollments, measured in Head Count, from both targeted student populations and overall as compared to FY20/21.
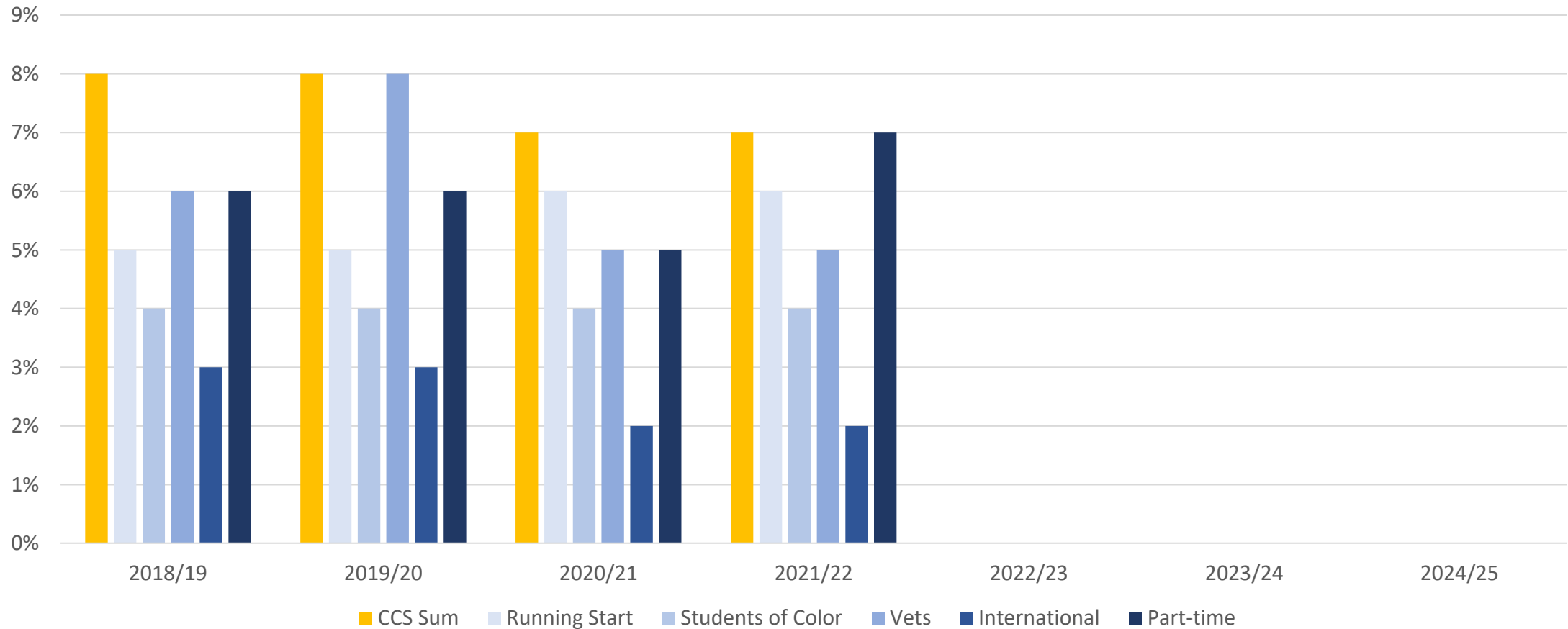
Student Enrollment: Increase CCS student enrollment by 62% in Contract Ed, measured in Head Count, as compared to FY20/21.

Contract Ed Enrollments

2020/21 CE Enrollment = 2,560
62% improvement = 4,147
2021/22 CE Enrollment = 3,917 +53%
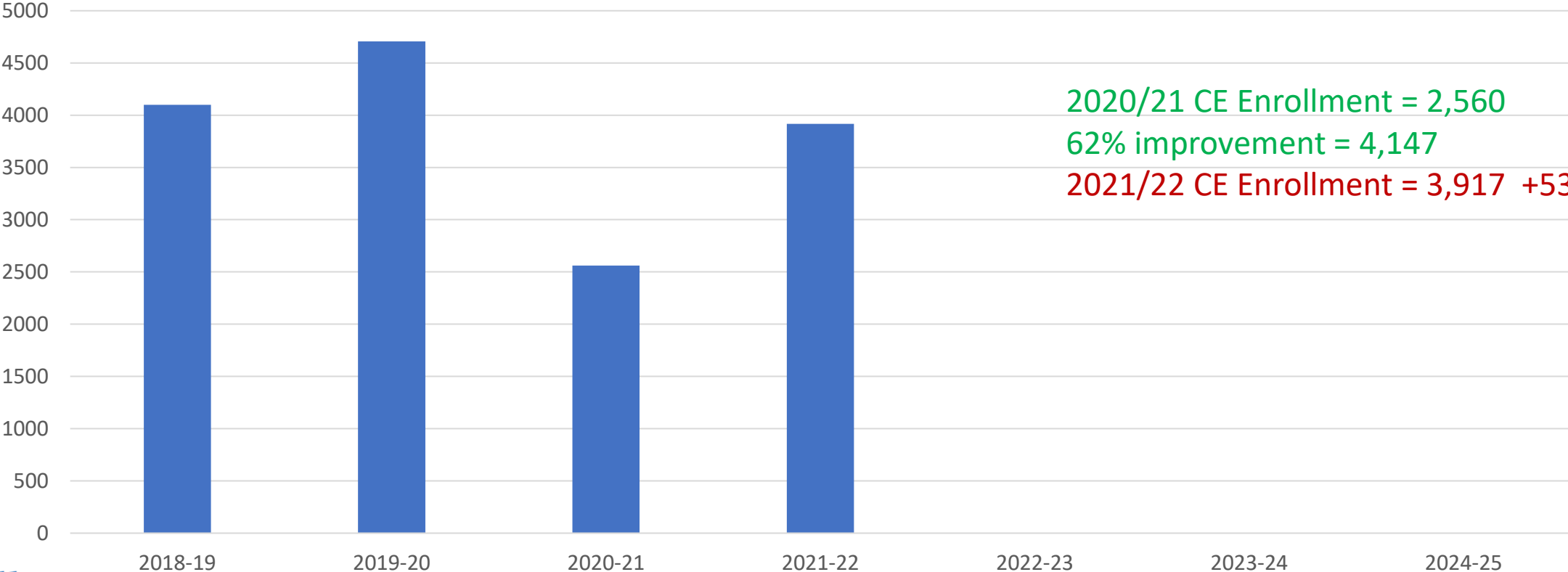
Source: Principal Enrollment Report | https://reporting.ccs.spokane.edu/ReportServer/Pages/ReportViewer.aspx?/Reports/Enrollment/Principal%20Enrollment%20Report

Student Enrollment: Increase by 5% CCS' referent market share, as compared to Fall 2020.

Total Undergrads Reported IPEDS Fall Enrollment Reports
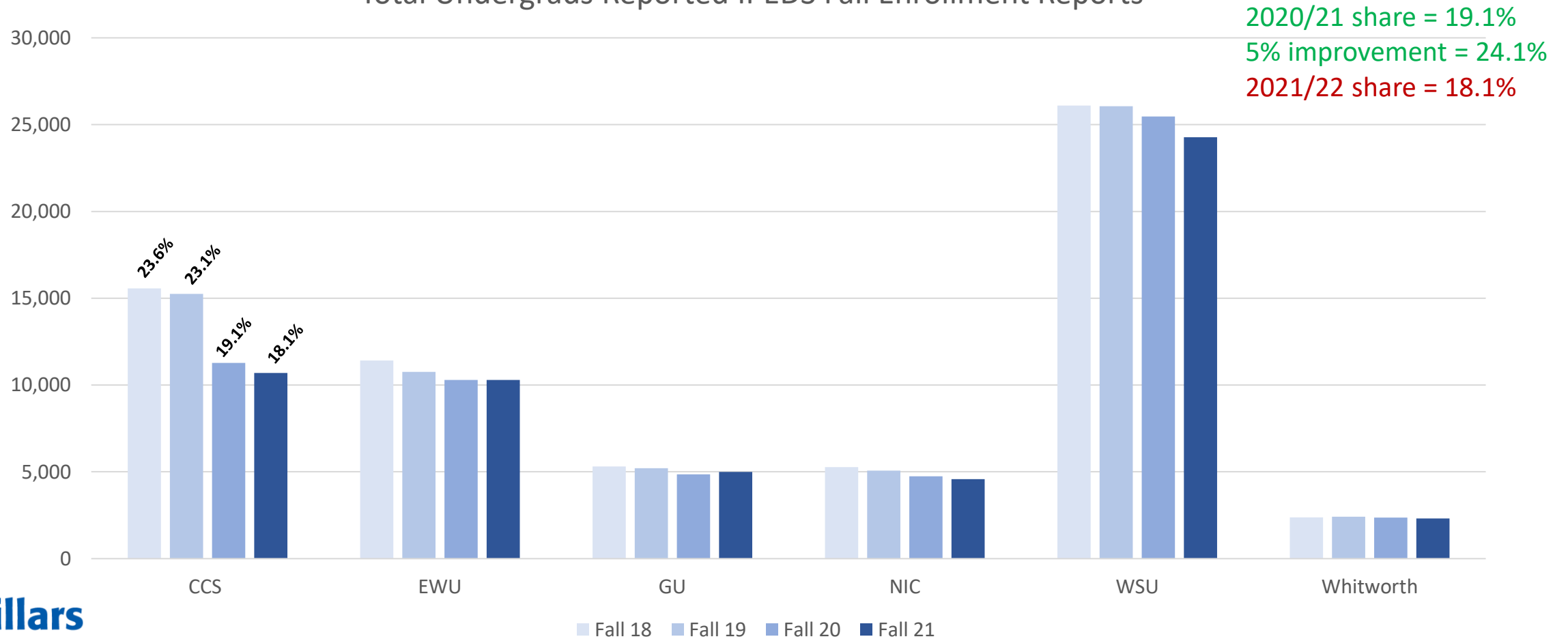
2020/21 share = 19.1%
5% improvement = 24.1%
2021/22 share = 18.1%

Legend: Fall 18 | Fall 19 | Fall 20 | Fall 21

CCS bars labeled: 23.6%, 23.1%, 19.1%, 18.1%

Categories: CCS, EWU, GU, NIC, WSU, Whitworth

Source: IPED report | https://nces.ed.gov/ipeds/datacenter/InstitutionByName.aspx?goToReportId=1enter

Pillars AND Priorities

Student Retention: Increase CCS' Student Achievement Initiative (SAI) points sufficient to achieve top ranking among the ten largest districts by headcount, as measured by SAI points per student for both targeted student populations and overall.

Student Achievement: Increase CCS' Student Achievement Initiative (SAI) points sufficient to achieve top ranking among the ten largest districts by headcount, as measured by SAI points per student for both targeted student populations and overall.

Largest Ten Districts by Headcount, Arranged by 20/21 SAI Points Per Student

1.67

1.45
Tied for 3rd, Up from 4th

Legend: 18/19 pts per · 19/20 pts per · 20/21 pts per · 21/22 pts per

Districts: Columbia Basin, Pierce District, Olympic, Comm Colleges Spokane, Everett, Clark, Bellevue, Edmonds, Seattle District, Highline

Pillars AND Priorities
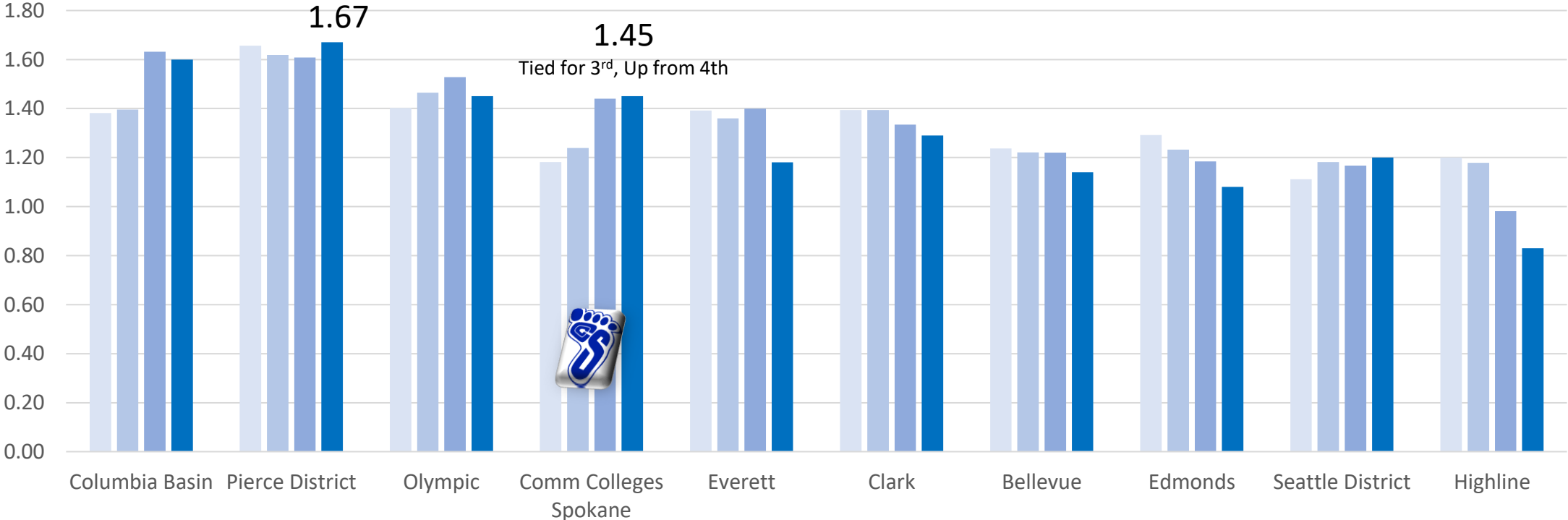
Consistently high-quality academic programming: 4% improvement in satisfaction/perception of academic quality among key stakeholders, as compared to rates established for FY21/22

Reported Satisfaction/Perception of Academic Quality
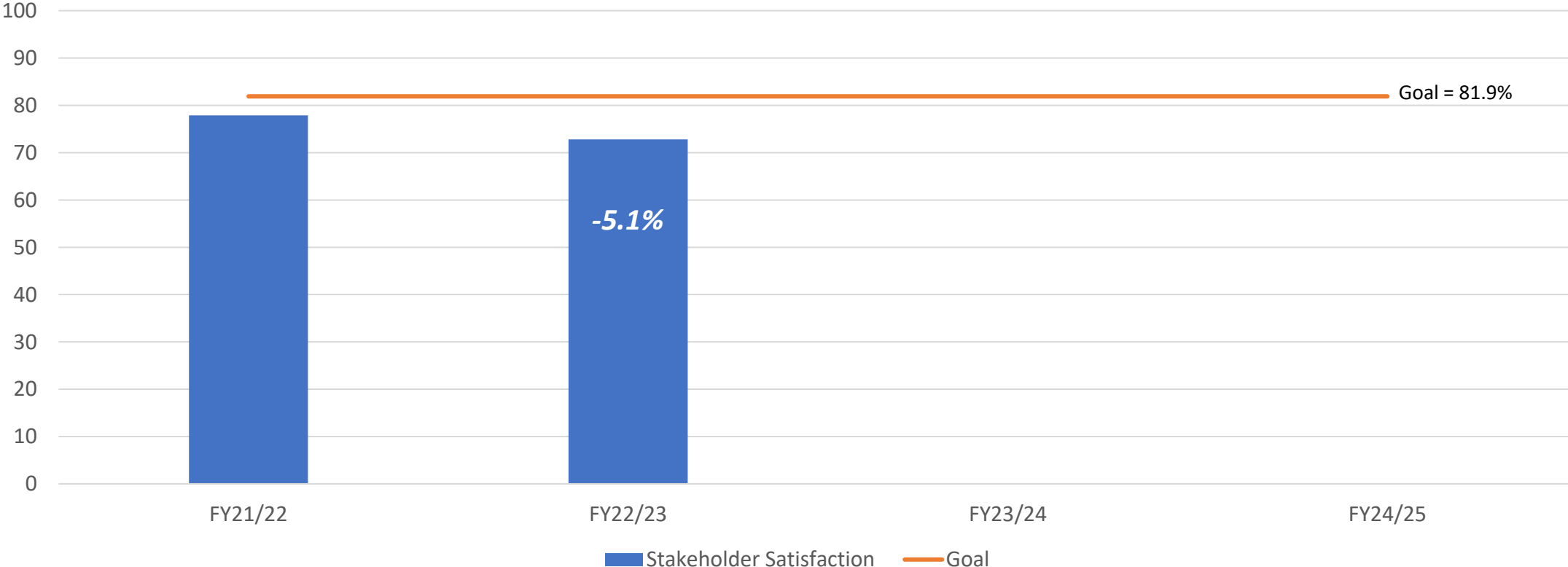
Goal = 81.9%

-5.1%

FY21/22   FY22/23   FY23/24   FY24/25

Stakeholder Satisfaction —— Goal

Consistently High-Quality Academic Programming: Improve academic program quality as measured by 10% improvement in student transfer rates/post-transfer success, both for targeted populations and overall, as compared to FY2020/21

CCS Transfers to BA Institutions, Headcount
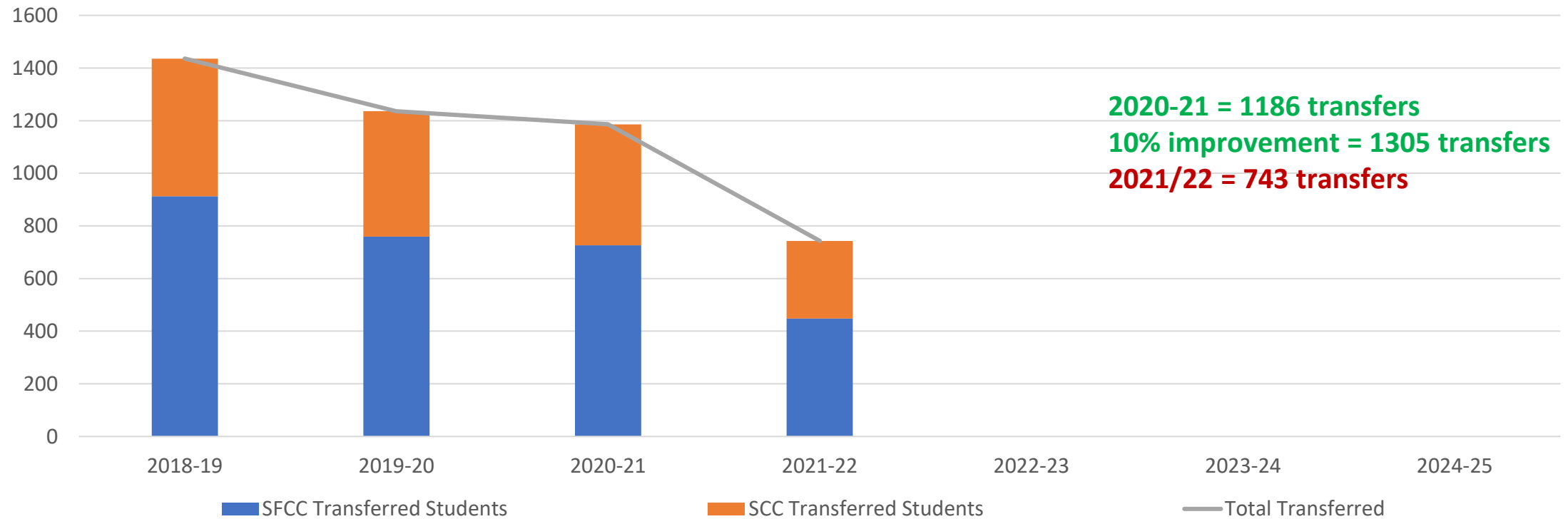
2020-21 = 1186 transfers
10% improvement = 1305 transfers
2021/22 = 743 transfers

Legend: SFCC Transferred Students — SCC Transferred Students — Total Transferred

Pillars AND Priorities

Consistently High-Quality Academic Programming: Improve academic program quality as measured by 10% improvement in student transfer rates/post-transfer success, both for targeted populations and overall, as compared to FY2020/21
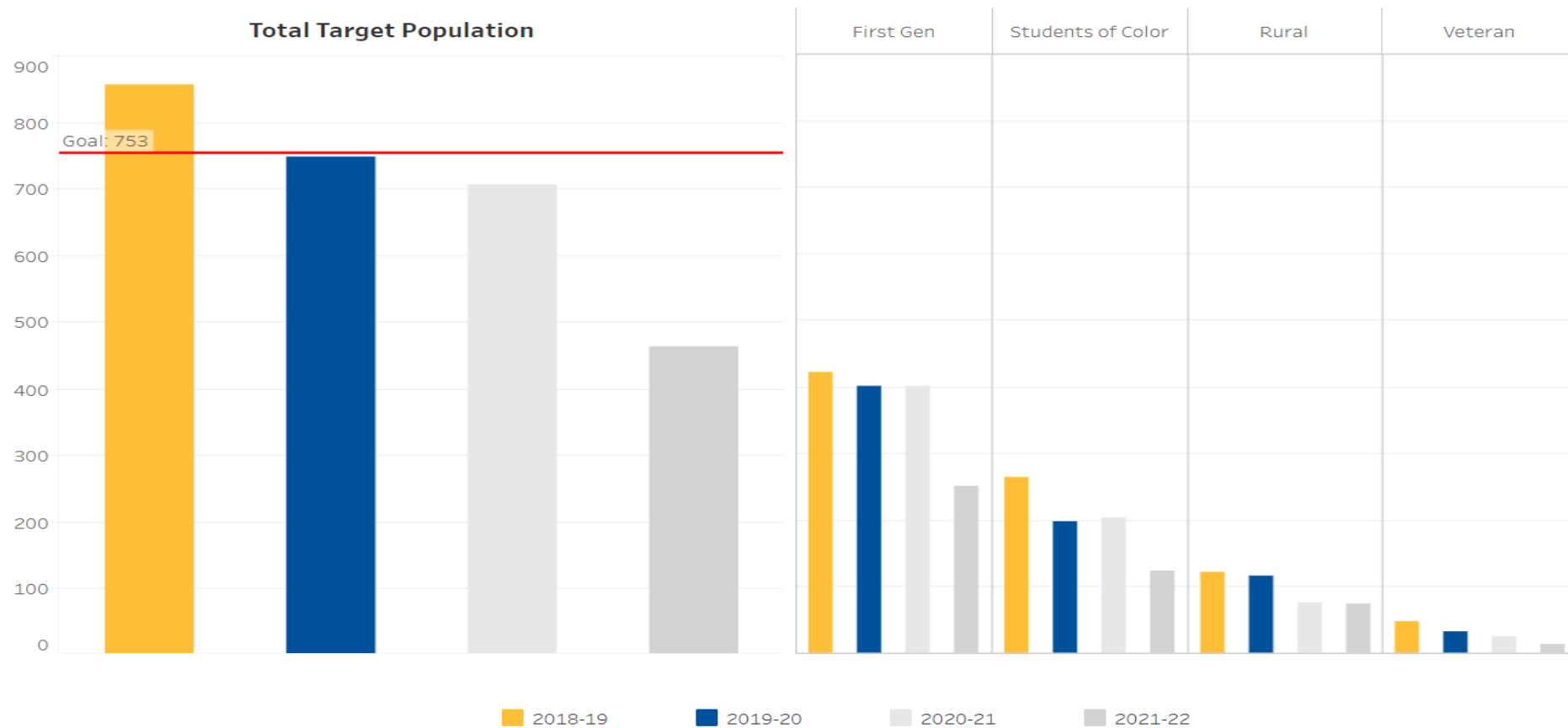
Innovative Student Support Models: Increase by 26% CCS' Guided Pathway program metrics, both for targeted student populations and overall, as compared to rate for FY20/21.

SAI Points by Category
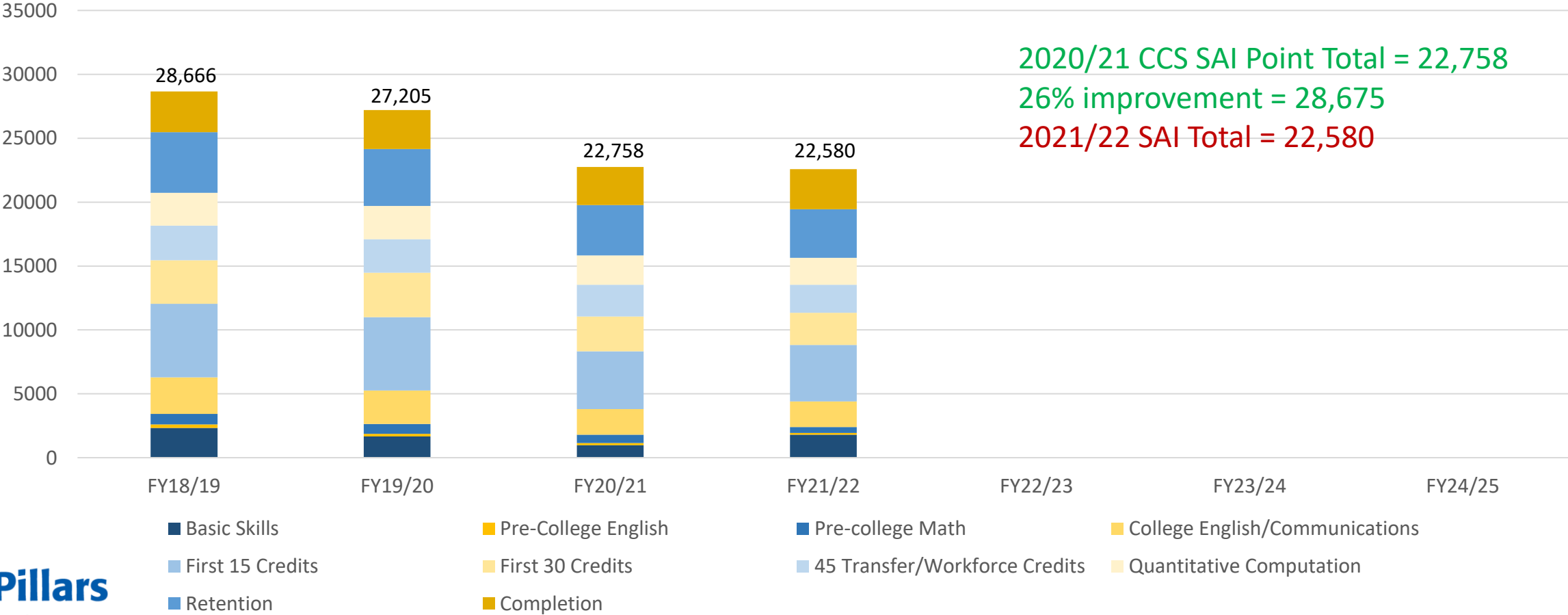
2020/21 CCS SAI Point Total = 22,758
26% improvement = 28,675
2021/22 SAI Total = 22,580

Legend:
- Basic Skills
- Pre-College English
- Pre-college Math
- College English/Communications
- First 15 Credits
- First 30 Credits
- 45 Transfer/Workforce Credits
- Quantitative Computation
- Retention
- Completion

Community Colleges of Spokane
2021-25 Strategic Plan

Priority Elements and Objectives/Goals for the

Operational Excellence

Priority Area

On-going Academic and Student Service Innovation: Increase by 4% student satisfaction with instruction and student service delivery as compared to rates established for FY21/22

Reported Student Satisfaction
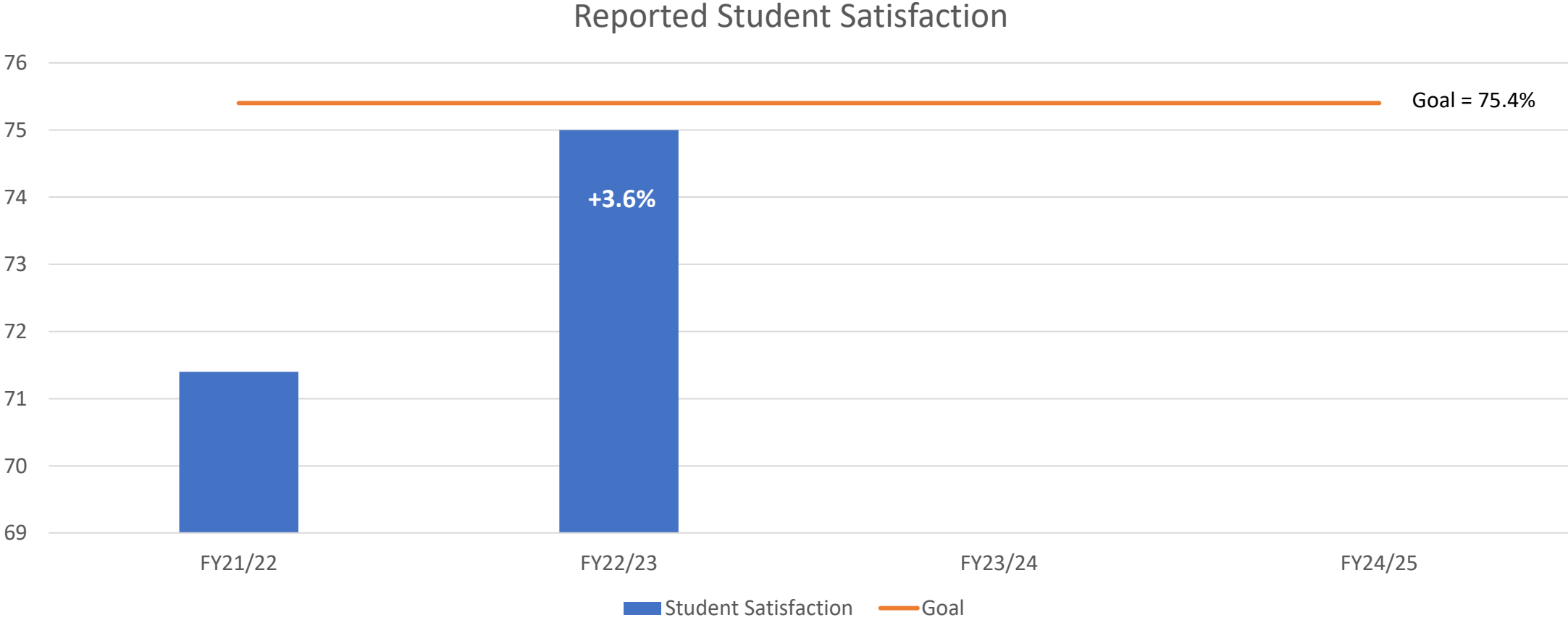
Consistent data-informed decision making: Establish a culture of data-literacy with 70% of employees data-trained as compared to rates established for FY21/22.
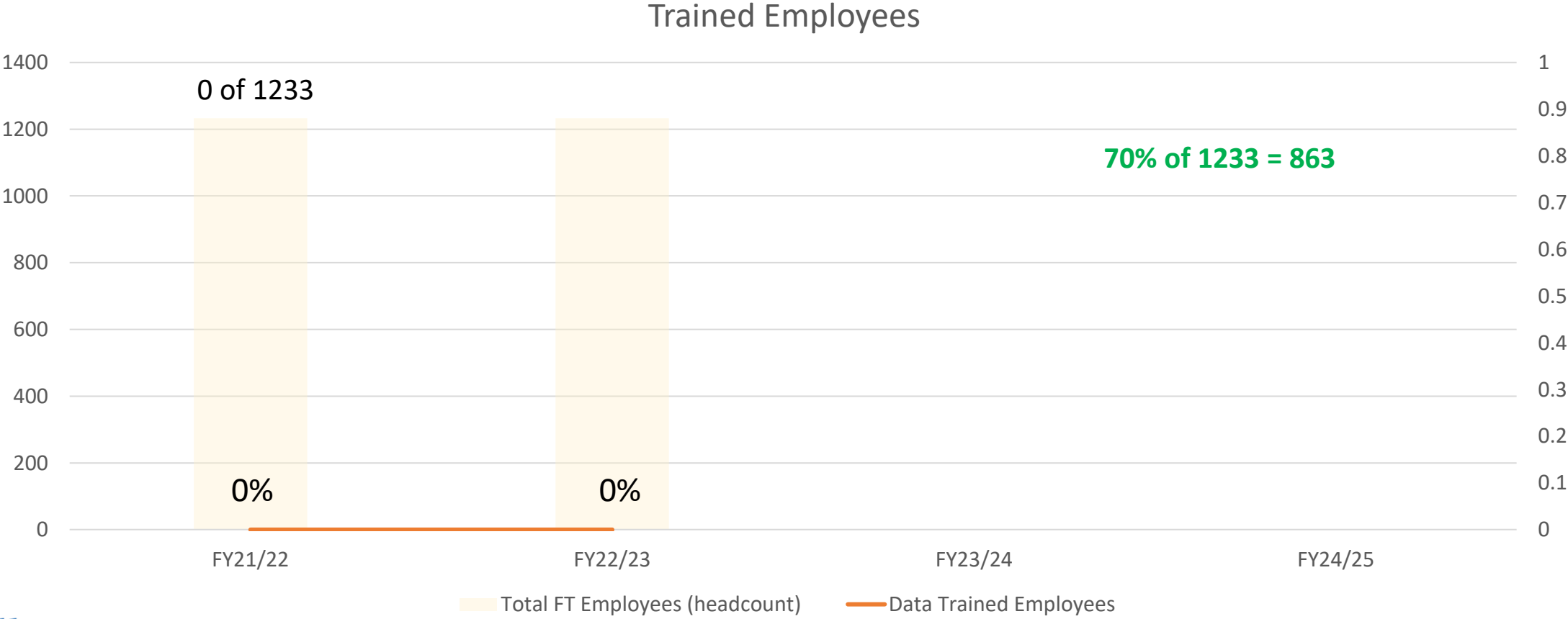
Trained Employees

0 of 1233

70% of 1233 = 863

0%   0%

FY21/22   FY22/23   FY23/24   FY24/25

Total FT Employees (headcount)   Data Trained Employees

Pillars AND Priorities

Consistent Data-informed decision making: Establish a culture of data-literacy as evidenced by a comprehensive program review plan for all college/district divisions with 90% of those program reviews completed.

Program Reviews Developed & Completed On Schedule
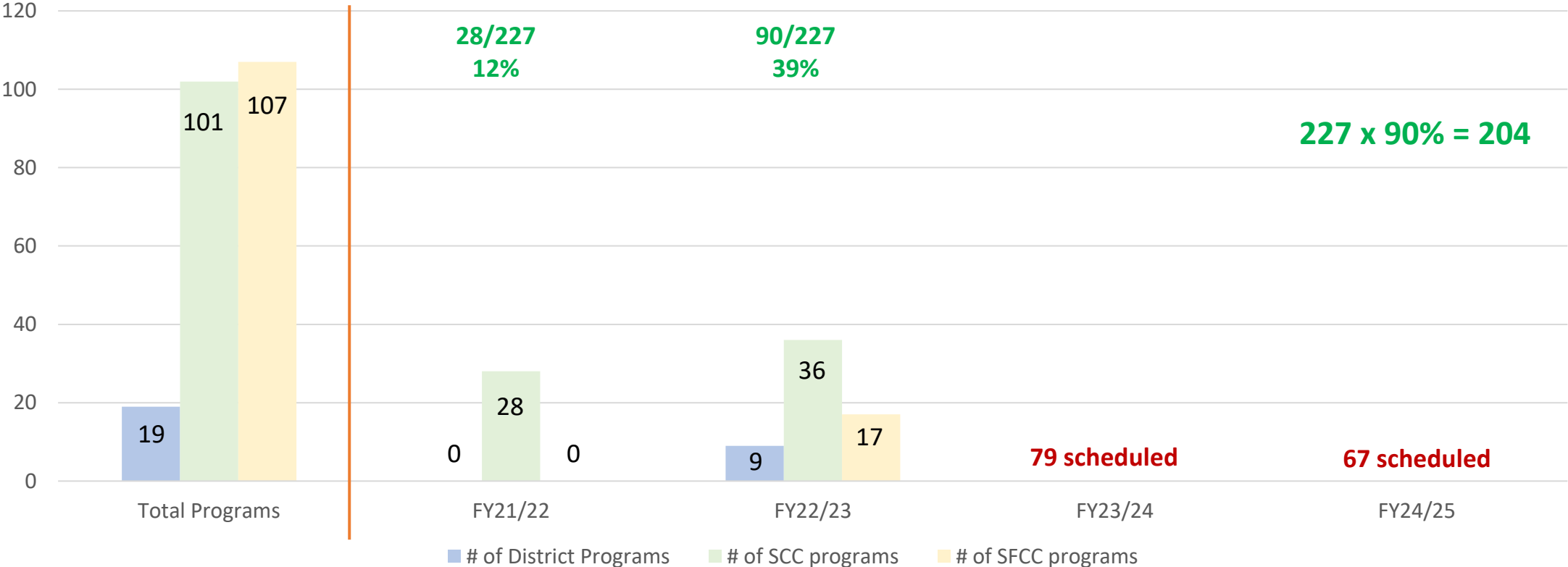
28/227
12%

90/227
39%

227 x 90% = 204

	Total Programs	FY21/22	FY22/23	FY23/24	FY24/25
# of District Programs	19	0	9	79 scheduled	67 scheduled
# of SCC programs	101	28	36		
# of SFCC programs	107	0	17		

Legend: # of District Programs, # of SCC programs, # of SFCC programs

Pillars AND Priorities

Consistent Data-informed decision making: Establish a culture of data-literacy as evidenced by 15% increase in employee data confidence levels as measured against rates established for FY21/22.

Confidence Level Reported

+7.5%
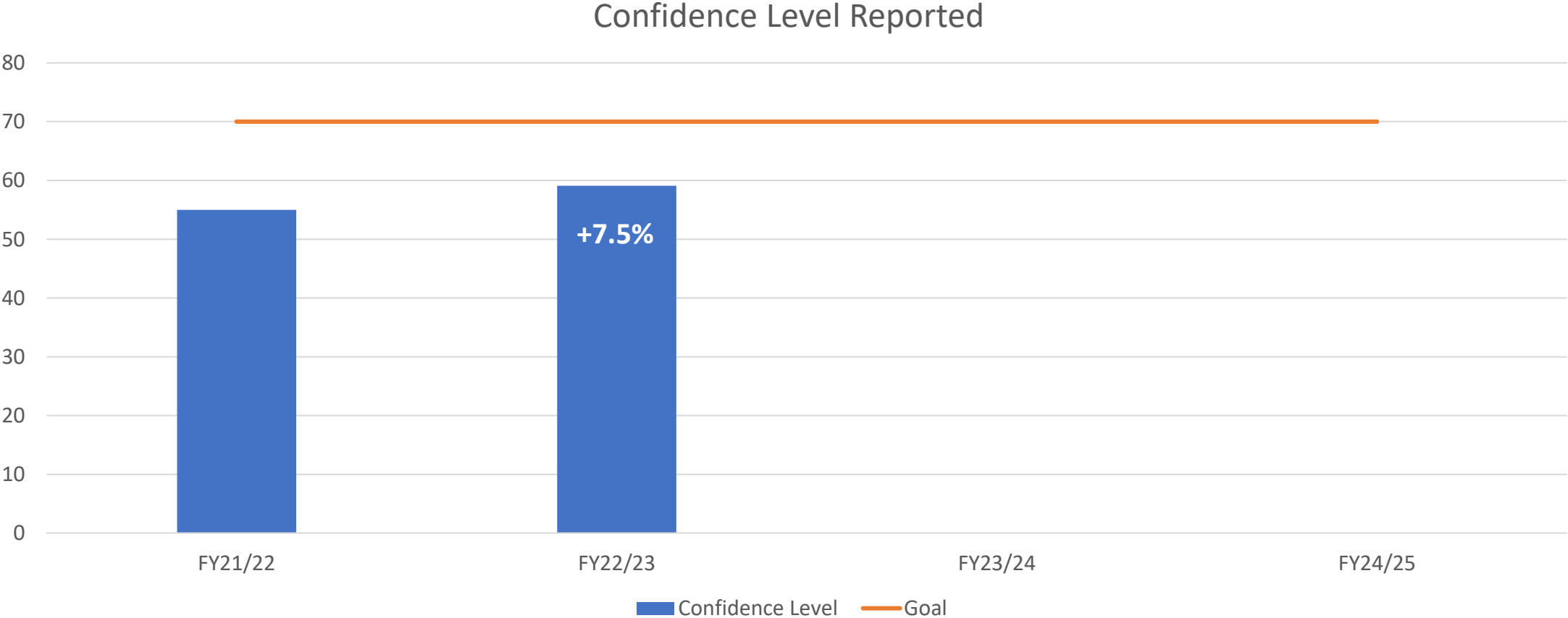
Constant Pursuit of Organizational Efficiencies: Improve employee satisfaction with CCS structures, processes, performance standards, and resource allocations by 15% as compared to rates established for FY21/22.
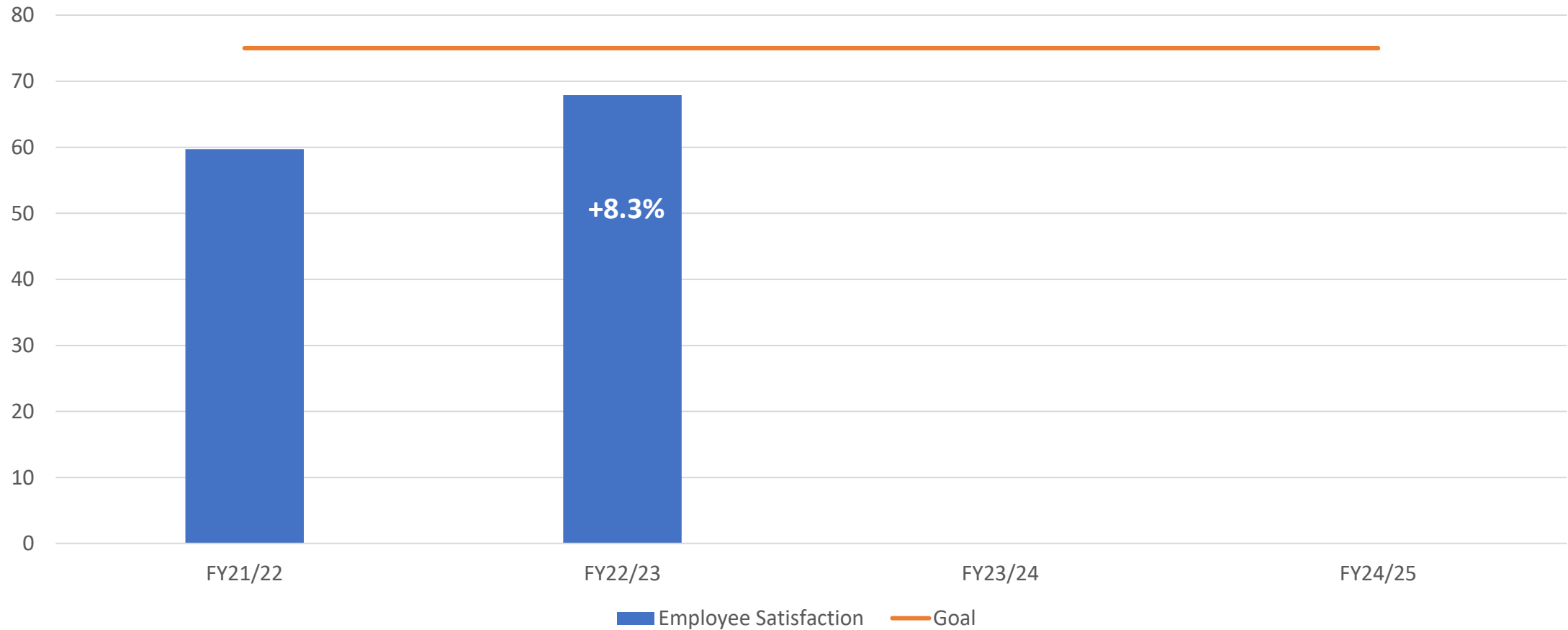
Community Colleges of Spokane
2021-25 Strategic Plan

Priority Elements and Objectives/Goals for the

Employee Success & Excellence

Priority Area

Purposeful recruitment, development and retention: Increase the representation of diverse candidates throughout recruitment/screening processes by 3% as compared to average of 2016-21

Percentage Representation - Applicants of Color at Each Stage of Recruitment

Legend: Applied | Met MQs | Interviewed | Finalists | Hired
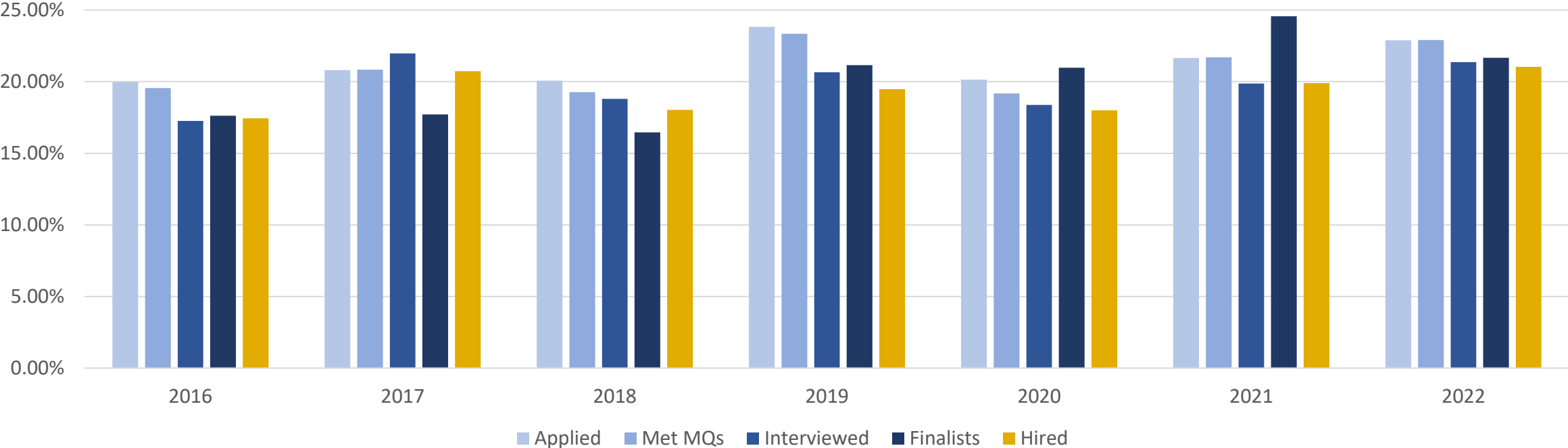
Stage	6 Yr. Average	+3% improve	2022	
Applied	21.33%	24.33%	22.89%	+1.56%
Met MQs	20.91%	23.91%	22.90%	+1.99%
Interviewed	20.44%	23.44%	21.37%	+0.93%
Finalists	19.99%	22.99%	21.66%	+1.67%
Hired	19.21%	22.21%	21.03%	+1.82%

Pillars AND Priorities

Purposeful recruitment, development and retention: Increase the quality of applicant pools as measured by a decrease of 60% in failed searches as compared to 2021
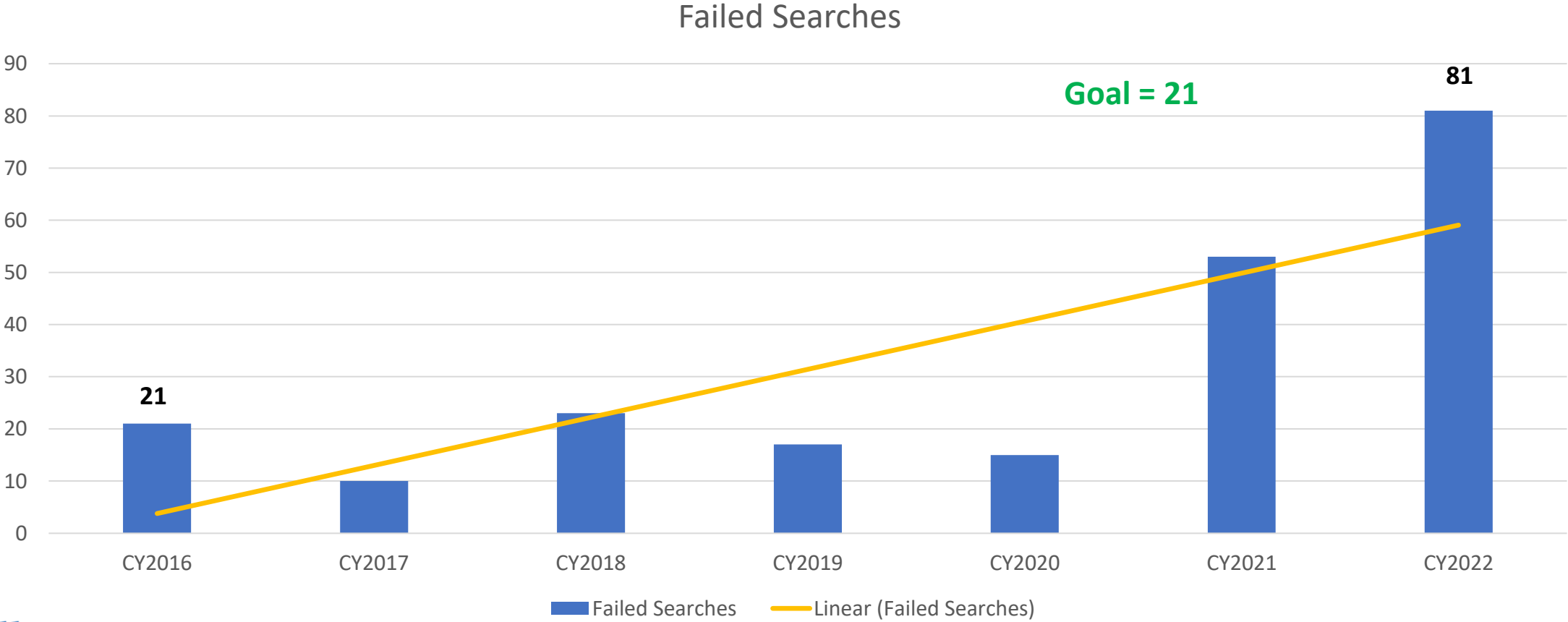
Failed Searches

Purposeful recruitment, development and retention: Increase the quality of applicant pools as measured by a decrease of 2% in candidates who fail to meet minimum qualifications, as compared to 2021
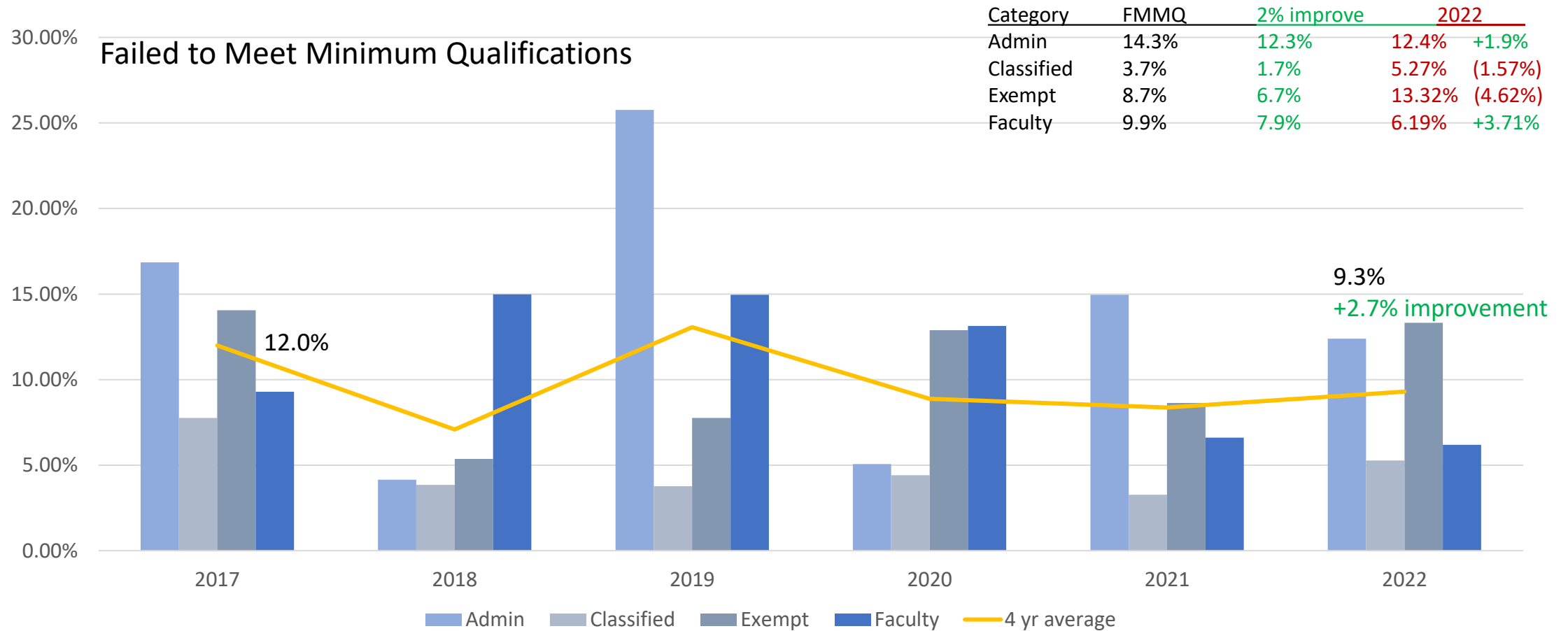
Category	FMMQ	2% improve	2022	
Admin	14.3%	12.3%	12.4%	+1.9%
Classified	3.7%	1.7%	5.27%	(1.57%)
Exempt	8.7%	6.7%	13.32%	(4.62%)
Faculty	9.9%	7.9%	6.19%	+3.71%

Failed to Meet Minimum Qualifications

12.0%

9.3%
+2.7% improvement

Legend: Admin, Classified, Exempt, Faculty, 4 yr average

Pillars
AND
Priorities

Purposeful recruitment, development and retention: Increase the quality of applicant pools as measured by a decrease in the recruitment-to-hire timeline by 3% as compared to 2021

Calendar days from opening recruitment to hire
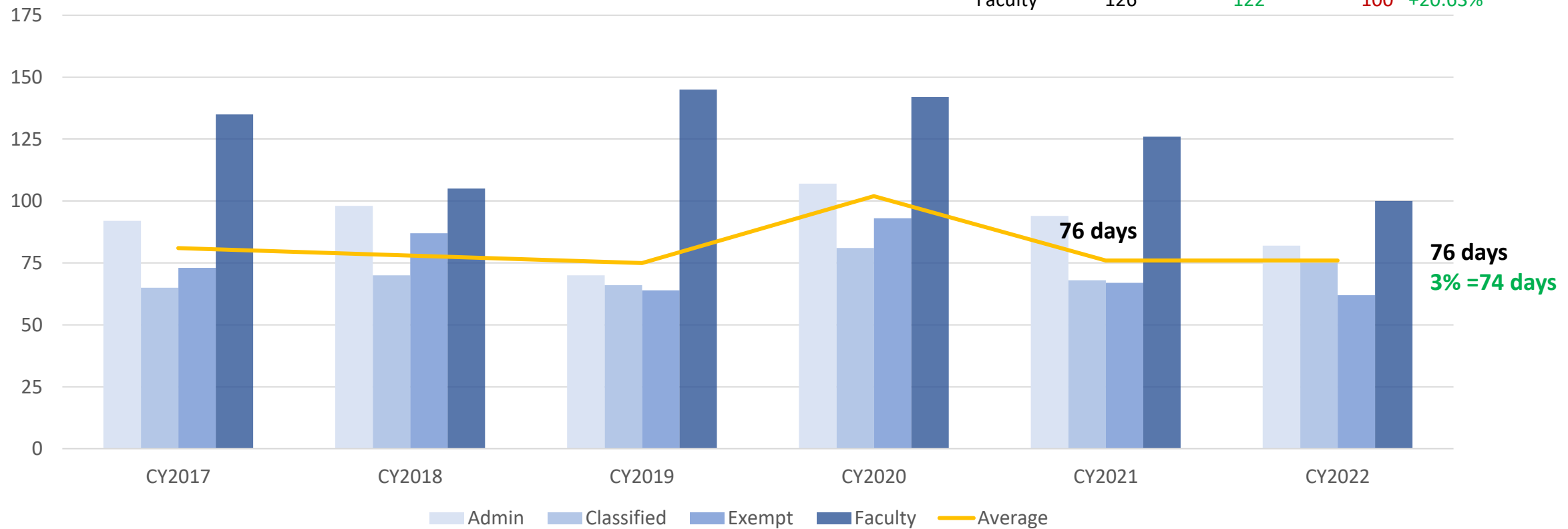
Category	CY2021	3% Improve	2022	
Admin	94	91	82	+12.77%
Classified	68	66	75	(10.29%)
Exempt	67	65	62	+7.46%
Faculty	126	122	100	+20.63%

Pillars AND Priorities

Purposeful recruitment, development and retention: Increase the retention of employees as measured by a 68% reduction in overall turnover rate as compared to 2021

Total Separations by Calendar Year
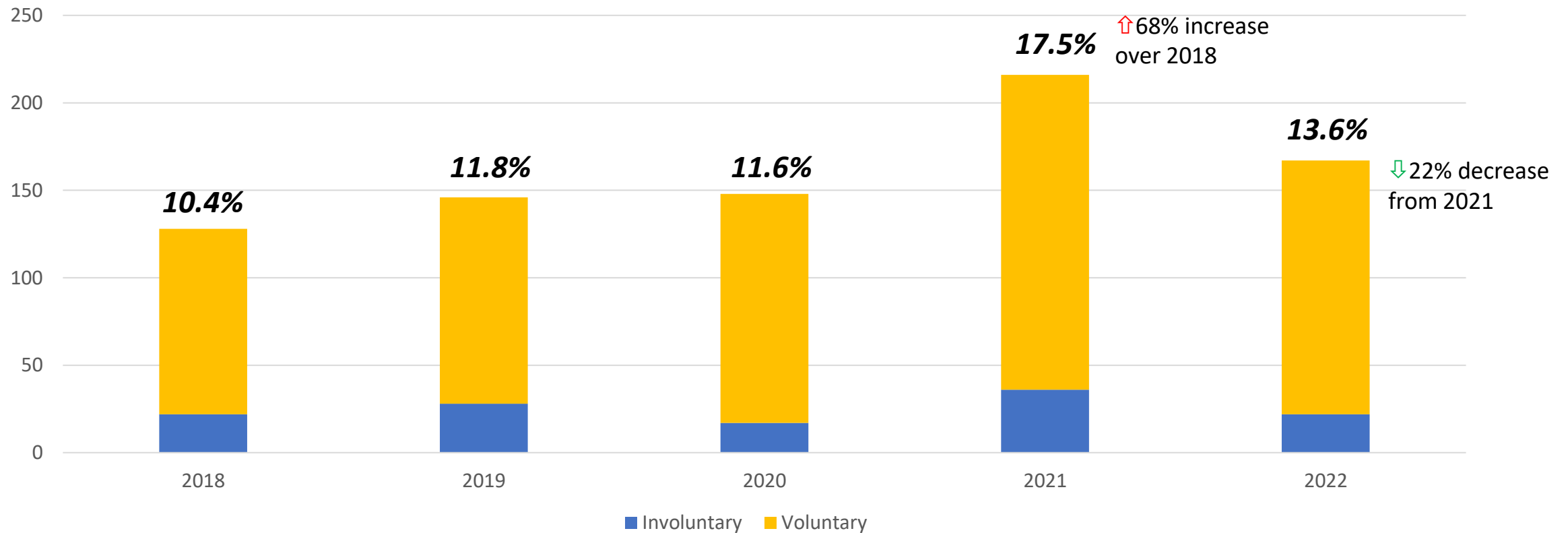
- 2018: **10.4%**
- 2019: **11.8%**
- 2020: **11.6%**
- 2021: **17.5%** ⇧68% increase over 2018
- 2022: **13.6%** ⇩22% decrease from 2021

■ Involuntary ■ Voluntary

Pillars AND Priorities

Purposeful recruitment, development and retention: Increase the retention of employees as measured by an 33% increase in first year job survival rates as compared to the average of 2018-21.

FT Employee separating 1-year or less from hire date

Legend: ■ Involuntary ■ Voluntary
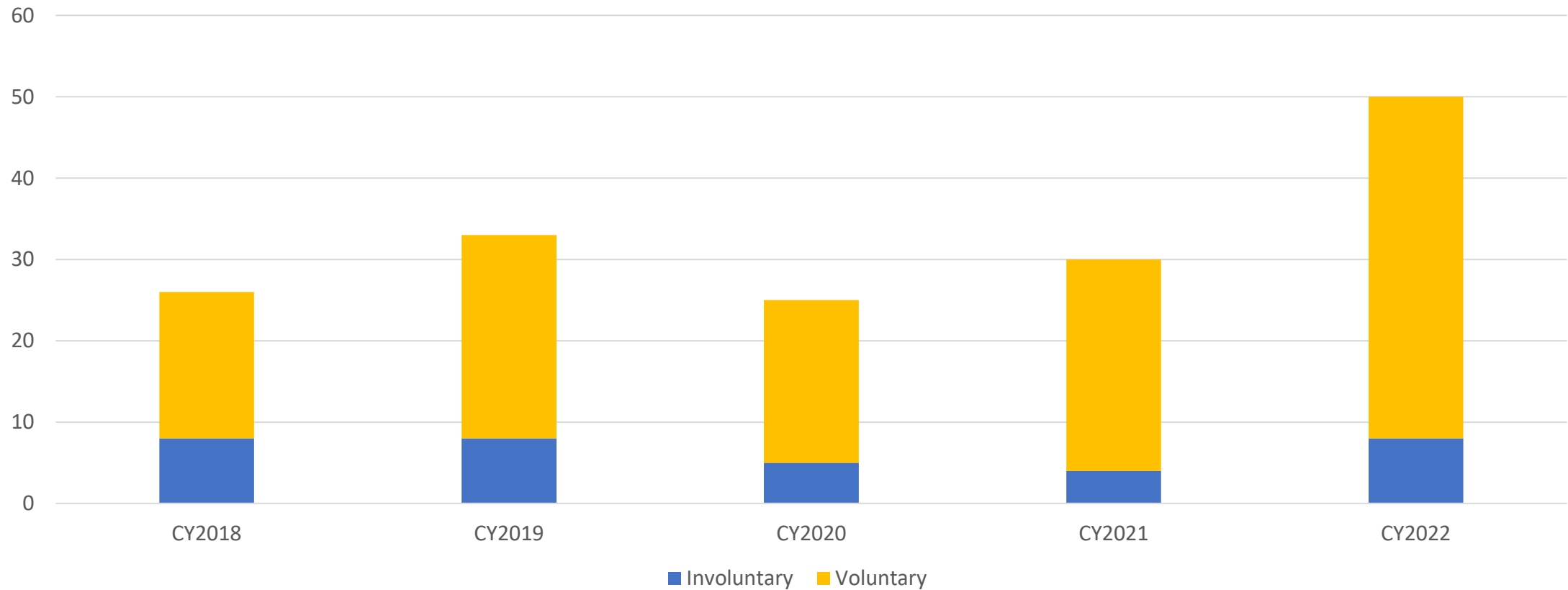
4-yr average = 28.5 separations
33% improvement = 19 separations

Pillars AND Priorities

Purposeful recruitment, development and retention: Increase the retention of employees as measured by an 10% improvement in internal candidate representation across all stages of the recruitment/screening process as compared to the average of 2018-21.

Internal Applicants – Progress All Stages
"…decrease red, increase green"

Key
FMNQ   Failed to meet minimum qualifications
NLUC   No longer under consideration - not interviewed
INT   Interviewed
HIRED   Selected for position

4-year averages		{+10%}	2022
FMNQ	23	21	10
NLUC	131	118	119
INT	242	266	152
HIRED	69	76	102
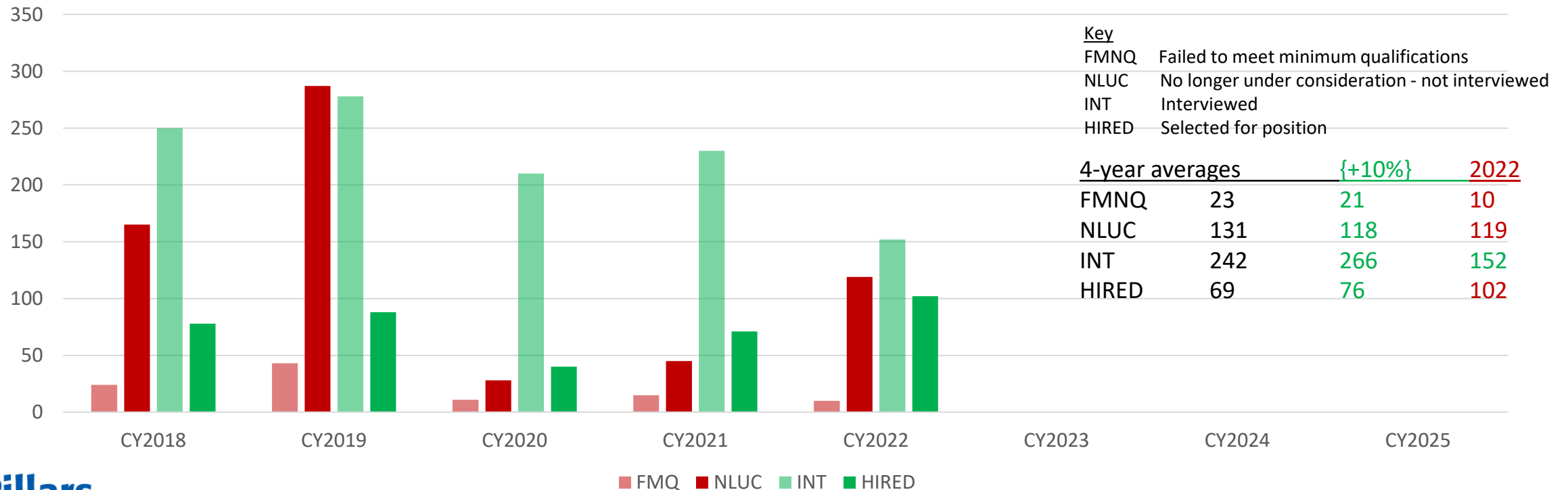
Consistent Standards of Performance and Accountability: Decrease by 73% the rate of "bad" turnover, as defined, compared to 2021.

Calendar Year "Bad"* Turnover Among FT Employees
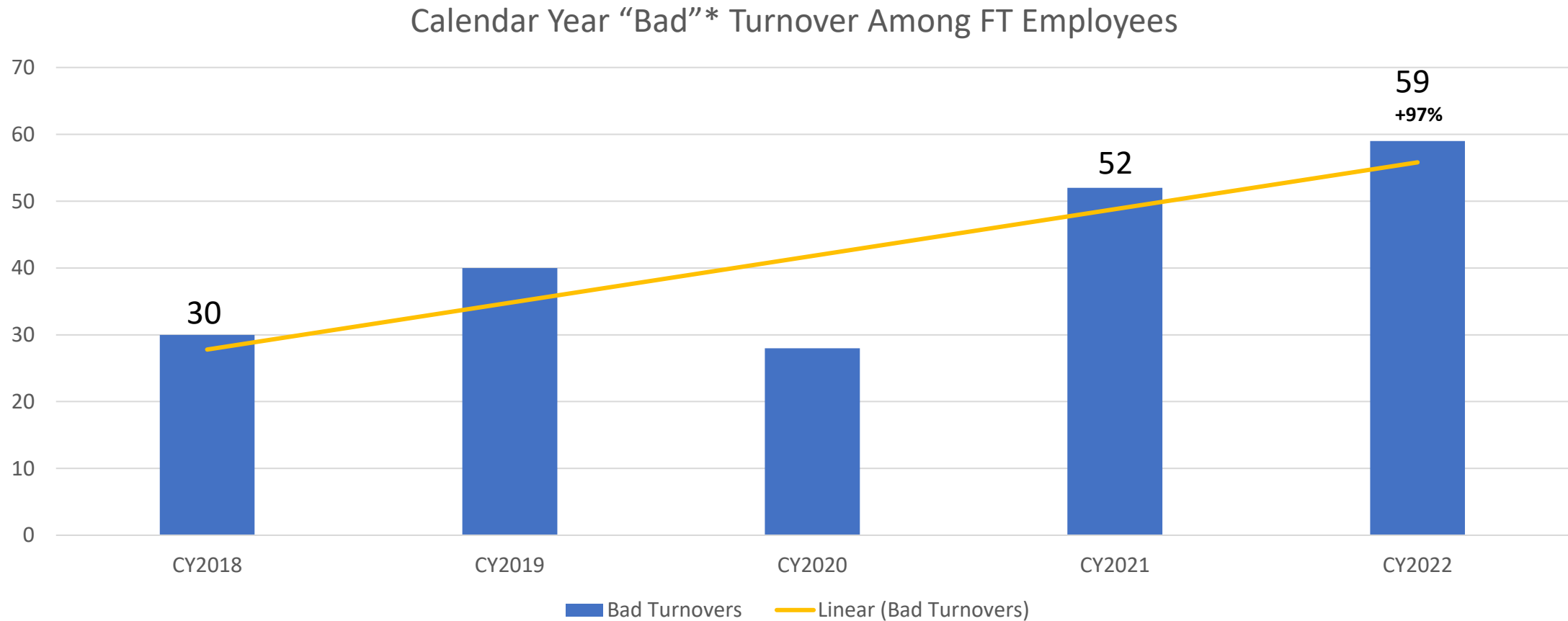
*Defined as an employee who separates from CCS employment within two years of filling a full-time position and indicates they are leaving to take a "like/lateral position outside of CCS."

Consistent Standards of Performance and Accountability: Increase by 13% employee satisfaction with the consistency of performance standards and accountability as compared to FY21/22.
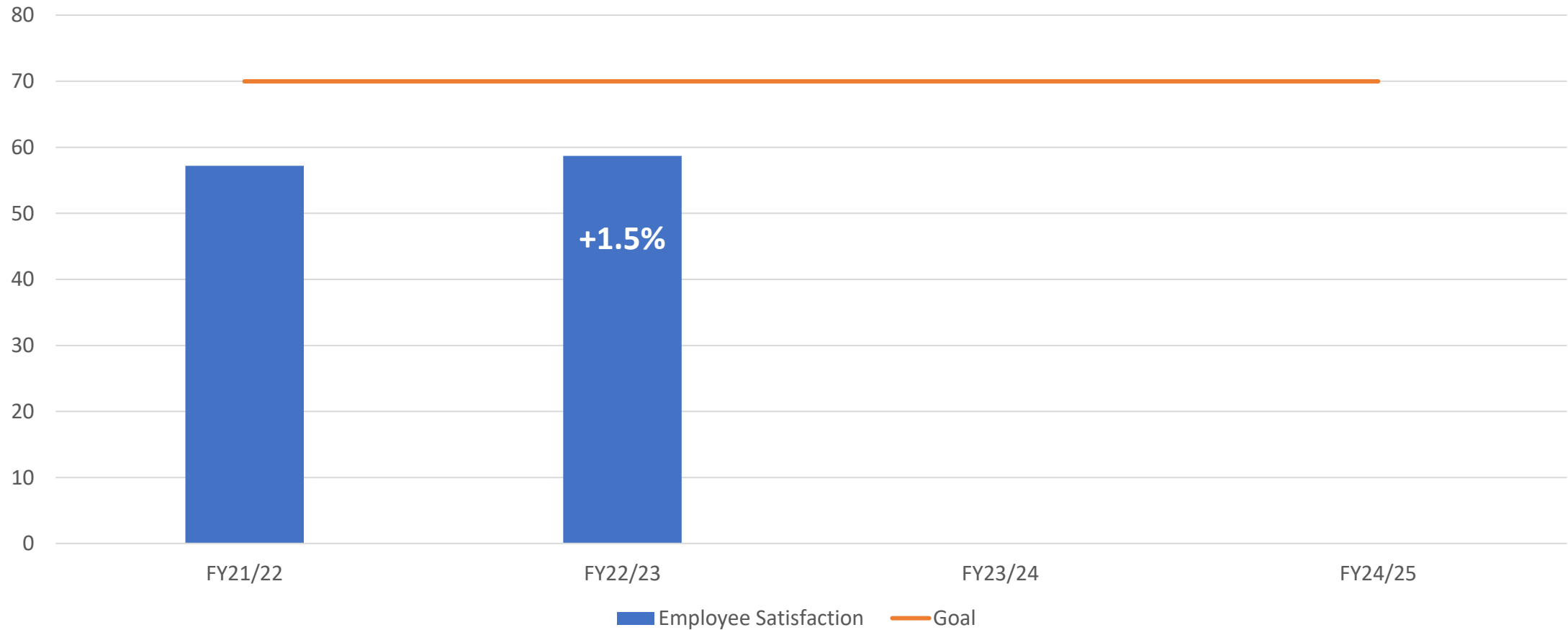
Pillars AND Priorities

Relevant, timely and transparent internal communication: Increase by 12% employee satisfaction with the timeliness, relevancy, and quality of internal communication as measured against engagement ratings for FY21/22.

Employee Satisfaction

Community Colleges of Spokane

2021-25 Strategic Plan

Strategic Projects Completed, In-Progress, and Planned

Strategy Map: Operational Excellence

Priority: **Operational Excellence**	**Objective/Goal(s)**	**Key Performance Indicators (KPI)**	**Projects/Initiatives** # Prioritized ✓ Nearing Completion/Completed • To be Prioritized	**Deadline Assess**	**Project Status**
Constant pursuit of organizational efficiencies	Improve employee satisfaction with CCS structures, processes, performance standards, and resource allocations by 15% as compared to rates established for FY21/22.	• Surveyed employee satisfaction rates for organizational efficiency and resource allocation.	• <u>Compensation management restructure</u> for classified/exempt employee (employee recruitment and retention project)	🚦 (red)	(partial circle)
			✓ <u>LEAN efficiency "project team"</u> trained and assigned to Cabinet identified process review/leaning projects.	(checkered flag)	COMPLETED
			• <u>Management Development</u> training program (employee recruitment and retention project)	🚦 (green)	(partial circle)
			• <u>Work/Life Balance program</u> (employee recruitment and retention)	P (parking)	DATE TBA

Student Success Priority Projects

Expanding Student Recruitment

Completed
- <u>Chatbot</u> interactive web function
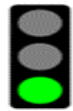
In Progress
- <u>Customer Relationship Management</u> software/program
- <u>Comprehensive branding project</u> within our reference higher education marketplace (BOT goal)

Not Yet Assigned
- <u>CCS YouTube Channel</u>: develop, in collaboration with faculty, "how to" videos targeted at non-students seeking instruction on a specific task or skill, and then close with a "…learn more about this and related skills at…" directing the viewer to CCS student recruitment resources.

Student Success Priority Projects

Expanding Student Enrollment

Completed
- <u>EDI</u>: Strengthen connection to underserved populations by system representation on boards/groups that are connected to underserved populations.
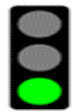
In Progress
- <u>Customer Relationship Management</u> software/program
- <u>LEAN Student Pipeline</u>: lean application-to-enrollment "pipeline" to identify and eliminate barriers/inefficiencies (a.k.a. "leaks")

Not Yet Assigned
- <u>Cross-district course scheduling</u> and utilization plan that removes all barriers inhibiting cross-district enrollment (BOT goal)

Student Success Priority Projects

<u>Expanding Student Retention</u>

Completed

- <u>Guided Pathways</u>: complete and post comprehensive program maps to provide clear understanding and pathway information to the community.

In Progress

- <u>Customer Relationship Management</u> software/program

Not Yet Assigned

- <u>Cross-district course scheduling</u> and utilization plan that removes all barriers inhibiting cross-district enrollment (BOT goal)

Student Success Priority Projects

Expanding Student Retention

Completed

- Guided Pathways: complete and post comprehensive program maps to provide clear understanding and pathway information to the community.

In Progress

- Customer Relationship Management software/program

Not Yet Assigned

- Cross-district course scheduling and utilization plan that removes all barriers inhibiting cross-district enrollment (BOT goal)

Student Success Priority Projects

Expanding Student Achievement

Completed

- <u>Guided Pathways</u>: complete and post comprehensive program maps to provide clear understanding and pathway information to the community.

Not Yet Assigned

- <u>Student-centered alignment study</u>: realign current governance and operation plans to best serve student success
- <u>Cross-district course scheduling</u> and utilization plan that removes all barriers inhibiting cross-district enrollment (BOT goal)

Student Success Priority Projects

Providing consistently high-quality academic programming

Completed

- Guided Pathways: complete and post comprehensive program maps to provide clear understanding and pathway information to the community.
- Comprehensive program review structure for all CCS divisions
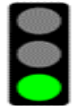
In Progress

- Comprehensive branding project within our reference higher education marketplace (BOT goal).
- Master Technology Plan: planning for tech needs and services

Student Success Priority Projects

Providing innovative student support models

Completed

- Guided Pathways: complete and post comprehensive program maps to provide clear understanding and pathway information to the community.

Not Yet Assigned

- Holistic Student Support Programming: Re-align and/or create a holistic student support service structure that best serves evolving student needs.

Operational Excellence Priority Projects

On-going academic and student service innovation

Completed

- Guided Pathways: complete and post comprehensive program maps to provide clear understanding and pathway information to the community.
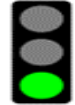
In Progress

- Customer Relationship Management software/program
- Master Technology Plan: planning for tech needs and services

Not Yet Assigned

- Cross-district course scheduling and utilization plan that removes all barriers inhibiting cross-district enrollment (BOT goal)

Operational Excellence Priority Projects

Consistent data-informed decision-making

Completed

- Asset Inventory Management system development and implementation
- Comprehensive program review structure for all CCS divisions
- Strategic Plan KPI Dashboard development and utilization (BOT goal)
- Intranet development project
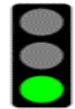
In Progress

- Data literacy training plan
- Customer Relationship Management software/program

Operational Excellence Priority Projects

Constant pursuit of organizational efficiencies
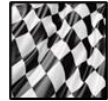
Completed
- LEAN efficiency "project team" trained and assigned to Cabinet identified process review/leaning projects
- Compensation management restructure for classified/exempt employee
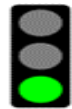
In Progress
- Master Technology Plan: planning for tech needs and services
- Management Development program (employee recruitment and retention project)

Not Yet Assigned
- Business Client Service program implementation
- Organization structure study - secure resource, conduct organization structure analysis and consider recommendations for implementation
- Work/Life Balance program (employee recruitment and retention)
- Safe Work/Learning Environment Assessment: identifying, developing & recommending changes to CCS practices, structure, and operations that would enhance overall employee and student security and safety
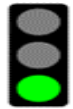
Employee Success & Excellence Priority Projects

Purposeful recruitment, development, and retention
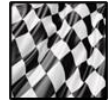
Completed
- LEAN Recruitment – lean and mission centered recruitment process & procedure
- Employee onboarding and orientation program (employee recruitment and retention project)

In Progress
- Individual Development Program with standardized career/professional development plan for CCS full-time employees

Not Yet Assigned
- Part-time training program that prepares candidates for future full-time opportunities
- IT User Training Plan: Identify and develop key tech competencies and tools
- Employee Interest Groups: survey employees to identify and then form, implement, and operate interest groups that bring together employees who share a common identity characteristic, similar background or interest - with specific focus on engaging employees with less than three years of CCS experience and future new employees.
- Development Day Expansion: Expand faculty development days, the non-instructional days allowed during the academic year for faculty to participate in professional development activities, to all staff with a focus on group development opportunities and engagement activities.

Employee Success & Excellence Priority Projects

Consistent standards of performance and accountability

Completed

- Comprehensive program review structure for all CCS divisions
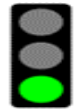
In Progress

- LEAN business processes to create consistent, predictable, and understood process/roles.

Not Yet Assigned

- Business process orientation for new employees that is role specific
- PAS: Redesign employee appraisal/evaluation systems

Employee Success & Excellence Priority Projects

Relevant, timely and transparent internal communication

Completed

- Quarterly chancellor "town hall" meetings to engage, inform and foster 2-way communication.
- Intranet development project
- Re-envisioned employee e-newsletter refocused on engagement and information exchange
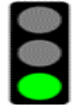
In Progress

- System advocacy/information sharing structure providing systemic flow of critical information from our community back into CCS for sharing, processing, discussion, and incorporation into decision-making.

Not Yet Assigned

- Employee dashboard and web-based bulletin boards
- Employee Communication Audit: audit of internal communication quality, accuracy, relevancy and utilization coupled with employee training for how to use and access.

Community Colleges of Spokane

Pillars AND Priorities

2021-2025 STRATEGIC PLAN PROGRESS REPORT

Community Colleges of Spokane
2021-25 Strategic Plan

Timelines for current plan and successor planning

Overlapping Timeline of Successor Planning

2021-25
Pillars AND Priorities

Strategic Execution — Now - July '25

Schedule Implementation	Align Budget and Operational Plans	Monitor, Assess Progress/Report	Manage Emergent Strategy
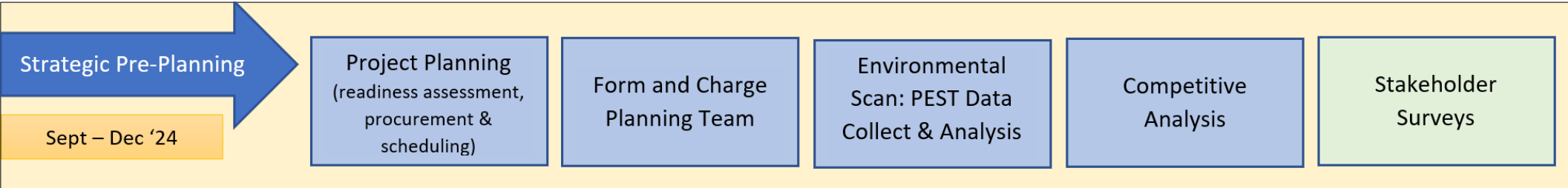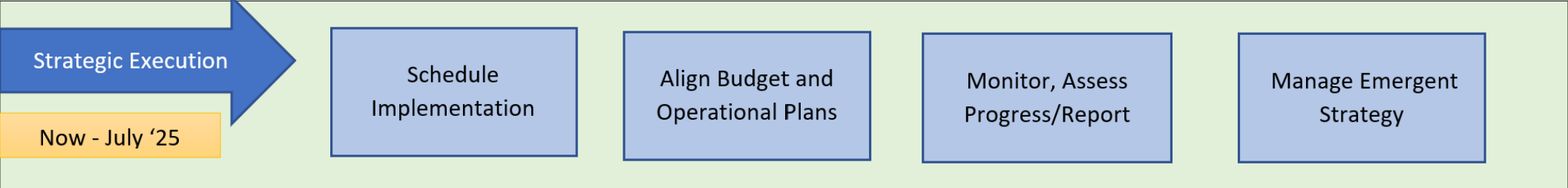
2025-??
Successor Strategic Plan
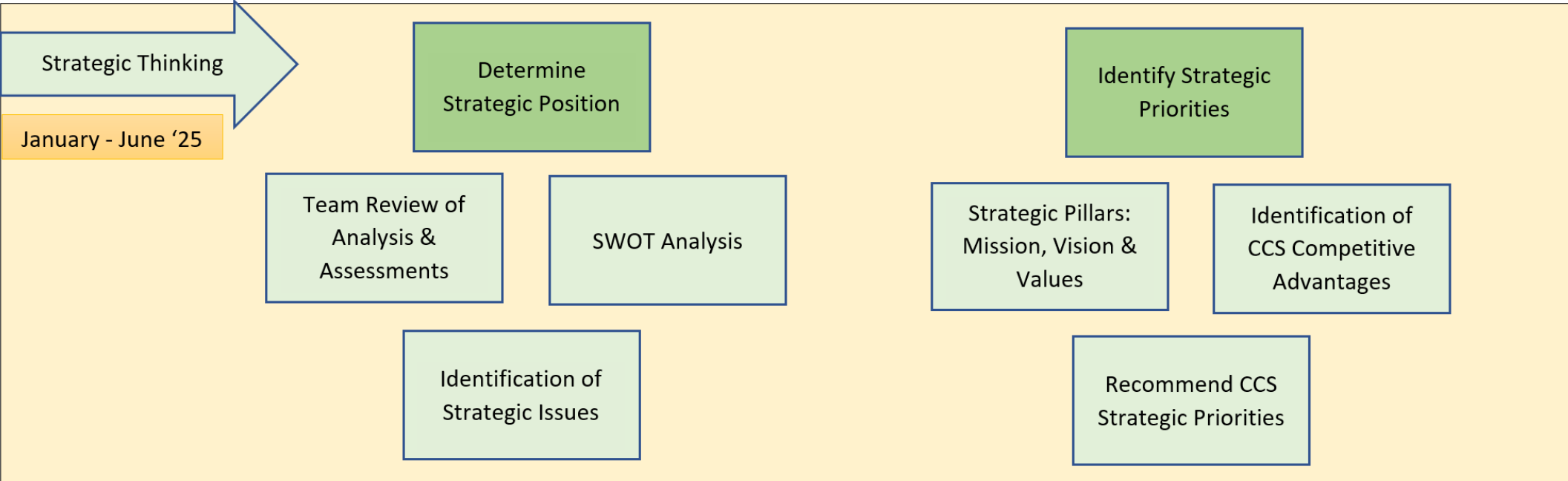
Strategic Pre-Planning — Sept – Dec '24

Project Planning (readiness assessment, procurement & scheduling)	Form and Charge Planning Team	Environmental Scan: PEST Data Collect & Analysis	Competitive Analysis	Stakeholder Surveys

Strategic Thinking — January - June '25

Determine Strategic Position

Identify Strategic Priorities

Team Review of Analysis & Assessments

SWOT Analysis

Strategic Pillars: Mission, Vision & Values

Identification of CCS Competitive Advantages

Identification of Strategic Issues

Recommend CCS Strategic Priorities

Community Colleges of Spokane
2021-25 Strategy Map

<u>Mission</u>:	*To provide all students an excellent education that transforms their lives and expands their opportunities.*
<u>Vision</u>:	*Providing the best community college experience in the Northwest.*
<u>Values</u>:	*Student Success ▪ Equity ▪ Access ▪ Excellence ▪ Integrity ▪ Leadership ▪ Responsiveness ▪ Stewardship*

Priority: *Student Success*	*Objectives/Targets*	*Key Performance Indicators (KPI)*	*Projects/Initiatives* # Prioritized ✓ Nearing Completion/Completed • To be Prioritized	*Deadline Assess*	*Project Status*
Expanding Student Recruitment	Increase by 6% the number of prospective student inquiries received as compared to CY22, and increase by 20% (overall student population) and 11% (targeted student population) the number of applications received as compared to FY20-21.	• The number of prospective student inquires received. • The number of student applications received. • Reported by both targeted student populations and overall	✓ <u>Chatbot</u> interactive web function	*(checkered flag)*	*COMPLETED*
			1. <u>CRM</u>: Customer Relationship Management software/program, using stat from CRM to motivate and connect staff to strategic goals while enhancing customer service	*(traffic light – yellow)*	*(donut chart)*
			2. <u>Comprehensive branding</u> project within our reference higher education marketplace (BOT goal).	*(traffic light – green)*	*(donut chart)*
			• <u>CCS YouTube Channel</u>: develop, in collaboration with faculty, "how to" videos targeted at non-students seeking instruction on a specific task or skill, and then close with a "…learn more about this and related skills at…" directing the viewer to CCS student recruitment resources.	*(parking sign)*	*TBA*
Expanding Student Enrollment	Increase CCS student enrollment 1) by 1% as a share of overall state system enrollments, both targeted	• CCS student enrollments as a share of overall state system enrollments.	1. <u>CRM</u>: Customer Relationship Management software/program, using stat from CRM to motivate and connect staff to strategic goals while enhancing customer service.	*(traffic light – yellow)*	*(donut chart)*

	and overall student population, measured in both FTES and Head Count, and 2) by 62% in contracted enrollment categories as measured in Head Count, as compared to FY20/21. And 3) increase by 5% CCS' referent market share, as compared to Fall 2020.	• Reported by both FTES and Head Count and for both targeted student populations and overall • CCS contracted enrollment categories, by head count. • Market share for CCS as compared to its identified referent market	• EDI: Strengthen connection to underserved populations by system representation on boards/groups that are connected to underserved populations.	🏁 ✅
			2. LEAN Student Pipeline: lean application-to-enrollment "pipeline" to identify and eliminate barriers/inefficiencies (a.k.a. "leaks")	🚦🟢 ⭕
			• Cross-district course scheduling and utilization plan that removes all barriers inhibiting cross-district enrollment (BOT goal) – policy/procedures/transactions	🅿️ TBA
Expanding Student Retention	Increase CCS' Student Achievement Initiative (SAI) points sufficient to achieve top ranking among the ten largest districts by headcount, as measured by SAI points per student for both targeted student populations and overall.	• CCS Student Achievement Initiative point total/total students. • Reported for both targeted student populations and overall.	1. CRM: Customer Relationship Management software/program, using stat from CRM to motivate and connect staff to strategic goals while enhancing customer service.	🚦🟡 ⭕
			✓ Guided Pathways: complete and post comprehensive program maps to provide clear understanding and pathway information to the community	🏁 ✅
			2. Cross-district course scheduling and utilization plan that removes all barriers inhibiting cross-district enrollment (BOT goal)	🅿️ TBA
Expanding Student Achievement	Increase CCS' Student Achievement Initiative (SAI) points sufficient to achieve top ranking among the ten largest districts by headcount, as measured by SAI points per student for both targeted student populations and overall.	• CCS Student Achievement Initiative point total/total students. • Reported for both targeted student populations and overall.	✓ Guided Pathways: complete and post comprehensive program maps to provide clear understanding and pathway information to the community.	🏁 ✅
			• Student-centered alignment study: realign current governance and operation plans to best serve student success.	🅿️ TBA
			• Cross-district course scheduling and utilization plan that removes all barriers inhibiting cross-district enrollment (BOT goal)	🅿️ TBA
Providing consistently high-quality	Improve academic program quality as measured by 1) 3% improvement in alumni employment rates in high	• Alumni employment rates in high demand job sectors.	✓ Guided Pathways: complete and post comprehensive program maps to provide clear understanding and pathway information to the community.	🏁 ✅

academic programming	demand job sectors as compared to rates established for FY18/19, 2) 4% improvement in satisfaction/perception of academic quality among key stakeholders, as compared to rates established for FY21/22, 3) 10% improvement in transfer rates, both for targeted student populations and overall, as compared to FY20/21 and 4) improvement in post-transfer success for overall students (8%) and targeted student populations (TBD%) compared to rates established for FY17/18.	• Reported for both targeted student populations and overall. • Surveyed satisfaction rates for academic quality among key stakeholders. • Transfer rates. • Reported for both targeted student populations and overall. • Post-transfer success rates • Reported for both targeted student populations and overall.	✓ Comprehensive program review structure for all CCS divisions.		
			1. Comprehensive branding project within our reference higher education marketplace (BOT goal).		
			2. Master Technology Plan: planning for tech needs and services (technology project)		
Providing innovative student support models	Increase by CCS' Guided Pathway program metrics, both for targeted student populations (8%) and overall (26%), as compared to rates for FY20/21.	• CCS Guided Pathway program metrics (SAI Points by category). • Reported for both targeted student populations and overall.	✓ Guided Pathways: complete and post comprehensive program maps to provide clear understanding and pathway information to the community.		
			• Holistic Student Support Programming: Re-align and/or create a holistic student support service structure that best serves evolving student needs.		

Priority: *Operational Excellence*	*Objective/Goal(s)*	*Key Performance Indicators (KPI)*	*Projects/Initiatives* # Prioritized ✓ Nearing Completion/Completed • To be Prioritized	*Deadline Assess*	*Project Status*
On-going academic and student service innovation	Increase by 4% student satisfaction with instruction and student service delivery as compared to rates established for FY21-22.	• Surveyed student satisfaction rates for instruction and student service delivery.	1. CRM: Customer Relationship Management software/program, using stat from CRM to motivate and connect staff to strategic goals while enhancing customer service ("Insight" function utilization plan)	(yellow light)	(partial ring)
			✓ Guided Pathways: complete and post comprehensive program maps to provide clear understanding and pathway information to the community.	(checkered flag)	COMPLETED
			• Cross-district course scheduling & utilization plan and removal of all barriers inhibiting cross-district enrollment (BOT goal)	(parking sign)	TBA
			2. Master Technology Plan: planning for tech needs and services (technology project)	(green light)	(partial ring)
Consistent data-informed decision-making	Establish a culture of data literacy as evidenced by 1) 70% data-literacy trained employees, 2) a comprehensive program review plan for all college/district divisions with 90% of those program reviews completed, and 3) 15% increase in employee data confidence levels as measured against rates established for FY21-22.	• Number of data-literacy trained employees. • Number of program/operational reviews completed as compared to total number of functions/divisions • Surveyed employee data confidence rates.	1. CRM: Customer Relationship Management software/program, using stat from CRM to motivate and connect staff to strategic goals while enhancing customer service	(yellow light)	(partial ring)
			✓ Asset Inventory Management system development and implementation	(checkered flag)	COMPLETED
			✓ Comprehensive program review structure for all CCS divisions	(checkered flag)	COMPLETED
			✓ Strategic Plan KPI Dashboard development and utilization (BOT goal)	(checkered flag)	COMPLETED
			✓ Intranet development project	(checkered flag)	COMPLETED
			2. Data literacy training plan	(green light)	(partial ring)

Constant pursuit of organizational efficiencies	Improve employee satisfaction with CCS structures, processes, performance standards, and resource allocations by 15% as compared to rates established for FY21/22.	• Surveyed employee satisfaction rates for organizational efficiency and resource allocation.	1. <u>Compensation management restructure</u> for classified/exempt employee (employee recruitment and retention project)	🏁	COMPLETED
			2. <u>Master Technology Plan:</u> planning for tech needs and services (technology project)	🚦	◕
			• <u>Business Client Service</u> program implementation	🅿	TBA
			✓ <u>LEAN efficiency "project team"</u> trained and assigned to Cabinet identified process review/leaning projects.	🏁	COMPLETED
			• <u>Management Development</u> program (employee recruitment and retention project)	🚦	◕
			• <u>Organization structure study</u> - secure resource, conduct organization structure analysis and consider recommendations for implementation	🅿	TBA
			• <u>Work/Life Balance program</u> (employee recruitment and retention)	🅿	TBA
			• <u>Safe Work/Learning Environment Assessment</u>: identifying/developing/recommending changes to CCS practices, structure, and operations that would enhance overall employee and student security and safety.	🅿	TBA

Priority: *Employee Success & Excellence*	*Objective/Goal(s)*	*Key Performance Indicators (KPI)*	*Projects/Initiatives* # Prioritized ✓ Nearing Completion/Completed • To be Prioritized	*Deadline Assess*	*Project Status*
Purposeful recruitment, development, and retention	Increase the representation of diverse candidates throughout recruitment/screening processes by 3% as compared to the average of CYs 2016-21. Increase the quality of applicant pools by a) a decrease of failed searches by 60%, b) decrease of 2% in candidates who fail to meet minimum qualifications, and c) decrease the recruitment-to-hire timeline by 3%, as compared to CY 2021.	• Diversity of candidates for employment at each stage of recruitment. • Number of failed searches. • Number of candidates who meet minimum qualifications. • Recruitment-to-hire timelines.	✓ LEAN Recruitment – lean and mission centered recruitment process & procedure (employee recruitment and retention project)	🏁	COMPLETED
			1. Equity recruitment plan focused on diversifying applicant pools	🚦 (green)	(status ring)
			• Part-time training program that prepares candidates for future full-time opportunities.	P	TBA
			2. Search advocate program for all units/recruitments	🚦 (yellow)	(status ring)
	Increase the retention of employees as measured by 1) a 33% increase in first year job survival rates as compared to the average of CYs 2018-21, 2) 68% reduction in overall turnover rate as compared to CY 2021, 3) 80% of employees with a formal career development plan as compared to CY 2021, and 4) 10% increase in internal candidate representation across all stages of the recruitment & screening processes, as compared to the average of CYs 2018-21.	• Employee turnover rate. • Retention of employees during first year of employment. • Employees with formal individual development plans. • Internal candidate representation in recruitment stages.	✓ Employee onboarding and orientation program (employee recruitment and retention project)	🏁	COMPLETED
			1. Individual Development Program with standardized career/professional development plan for CCS full-time employees (employee recruitment and retention project)	🚦 (green)	(status ring)
			• Part-time training program that prepares candidates for future full-time opportunities.	P	TBA
			• IT User Training Plan: Identify and develop key tech competencies and tools (technology project)	P	TBA
			• Employee Interest Groups: survey employees to identify and then form, implement, and operate interest groups that bring together employees who share a	P	TBA

			common identity characteristic, similar background or interest - with specific focus on engaging employees with less than three years of CCS experience and future new employees.		
			• Development Day Expansion: Expand faculty development days, the non-instructional days allowed during the academic year for faculty to participate in professional development activities, to all staff with a focus on group development opportunities and engagement activities.	P	TBA
Consistent standards of performance and accountability	1) Develop a comprehensive program review plan for all college and district-office divisions with 90% of those program reviews completed, 2) decrease by 73% rates of "bad" turnover as compared to CY 2021, and 3) increase by 13% employee satisfaction and engagement as compared to FY21/22.	• Number of program/operational reviews completed as compared to total number of functions/divisions. • Employee "bad" turnover rates. • Surveyed employee satisfaction and engagement rates.	✓ Comprehensive program review structure for all CCS divisions	🏁	COMPLETED
			• Business process orientation for new employees that is role specific	P	TBA
			• PAS: Redesign employee appraisal/evaluation systems	P	TBA
			1. LEAN business processes to create consistent, predictable, and understood process/roles.	🚦	◔
Relevant, timely and transparent internal communication	Increase by 12% employee satisfaction with the timeliness, relevancy, and quality of internal communication as measured against engagement ratings from FY21/22.	• Surveyed employee satisfaction rates of internal communication.	✓ Quarterly chancellor "town hall" meetings to engage, inform and foster 2-way communication.	🏁	COMPLETED
			✓ Intranet development project	🏁	COMPLETED
			• Employee dashboard and web-based bulletin boards	P	TBA
			✓ Re-envisioned employee e-newsletter refocused on engagement and information exchange	🏁	COMPLETED

			System advocacy/information sharing structure (part of Community Engagement initiative) providing systemic flow of critical information from our community back into CCS for sharing, processing, discussion, and incorporation into decision-making.		
			Employee Communication Audit: audit of internal communication quality, accuracy, relevancy and utilization coupled with employee training for how to use and access.		

TAB 5

REPORT: JOINT ENROLLMENT REPORT

Submitted by: Jenni Martin, SCC Acting President
                Dr. Kimberlee Messina, SFCC President
                October 17, 2023

Fall 2023 State FTES as of Census Date

Day 13 from Start of Term (10/3/2023)	Fall 2019	Fall 2022	Fall 2023	Fall '23 to '19	Fall '23 to '22
SCC					
State	2053.6	1626	1721	-16%	6%
Contract* excluding corrections	235.8	186.9	232.2	-2%	24%
Total	**2289.4**	**1812.9**	**1953.2**	**-15%**	**8%**
SFCC					
State	1207.6	823.6	822.5	-32%	0%
Contract	220.8	235	268.8	22%	14%
Total	**1428.4**	**1058.6**	**1091.3**	**-24%**	**3%**

TAB 6

Spokane Community College's Rural Education Programs

<u>**BACKGROUND**</u>

Spokane Community College services Ferry, Pend Oreille, and Stevens Counties in Northeastern Washington at our Colville, Inchelium, Newport, and Republic Centers.

Prepared by: Jaclyn Jacot

Presented by: Connan Campbell and Jaclyn Jacot

SCC Rural Education

Connan Campbell, Interim Vice President of Student Services

Jaclyn Jacot, Interim Vice President of Instruction

SCC Rural Education - Overview

- Four Rural Centers
  - Colville
  - Inchelium
  - Newport
  - Republic
- Instructional Programming
  - Basic Education for Adults
    - GED completion
    - High School Plus
    - College and Career Readiness/Digital Literacy
  - Direct Transfer Degree Programs
  - Professional/Technical Programs
    - Including Business, Business Technology, Welding and Manufacturing

SCC Rural Education – Faculty & Staff

Faculty Supporting the Four Rural Centers

▶ 7 Full-Time Faculty (Tenured, Tenure-Track, and Annualized)

▶ 6 Adjunct Faculty

Student Services Staff

▶ Colville, Inchelium, and Republic

  ▶ 7 support staff (including Center Manager)

▶ Newport

  ▶ 3 support staff (including Center Manager)

SCC Rural Education – Our Students

	2022-23 Rural Ed Centers					
	Main Campus	Colville	Inchelium	Newport	Republic	Rural Total
Running Start	3.8%	27.7%	17.9%	29.2%	37.5%	28.2%
Transfer	55.8%	2.2%	0.0%	0.0%	0.0%	1.3%
Prof Tech	42.9%	31.4%	17.9%	36.2%	12.5%	30.5%
Adult Basic Education	22.4%	16.9%	43.6%	17.8%	22.9%	19.1%
Disability Access Services	2.9%	6.4%	0.0%	4.3%	0.0%	5.0%
First Generation Students	28.6%	55.9%	43.6%	54.1%	60.4%	54.8%
Female	45.0%	61.5%	69.2%	68.6%	62.5%	63.8%
Male	35.9%	30.1%	30.8%	24.3%	29.2%	28.4%
Unknown	18.8%	8.1%	0.0%	5.4%	8.3%	6.9%
Non-Biniary	0.3%	0.2%	0.0%	1.6%	0.0%	0.6%
American Indian / Alaska Native	1.4%	1.5%	71.8%	2.2%	2.1%	5.7%
Asian	3.5%	0.5%	0.0%	1.1%	0.0%	0.6%
Black / African American	4.3%	0.5%	0.0%	1.1%	0.0%	0.6%
Hispanic / Latino	6.2%	1.2%	0.0%	0.5%	0.0%	0.9%
Multiracial	9.3%	13.0%	10.3%	11.9%	12.5%	12.5%
Native Hawaiian / Other Pacific Island	0.6%	0.2%	0.0%	0.0%	0.0%	0.1%
Race Not Specified	22.6%	3.4%	15.4%	4.9%	0.0%	4.3%
White	52.2%	79.7%	2.6%	78.4%	85.4%	75.1%

SCC Rural Education – Strengths & Challenges

Questions?

TAB 7

REPORT: IT UPDATE

Submitted by: Grace Leaf
                      Chief Information Officer
                      October 17, 2023

CCS Information Technology
October 2023

Update to the Board of Trustees

Respectfully Submitted By
Grace Leaf, Chief Information Officer

Community Colleges of Spokane

The Information Technology Division is slated to submit its formal Operational Review document in June 2024. However, this interim update is provided as a follow-up to the March 2022 presentation to the Board to report progress on critical work assigned by then-Chancellor Christine Johnson in December 2021, when I was appointed Acting Chief Information Officer (CIO). My subsequent appointment as the official CIO occurred in August 2022 so the work could continue as planned.

The top three priorities for CCS were identified as follows:

- Replace a 30-year-old telephony system plagued by nearly daily outages and service interruptions.
- Develop a cybersecurity strategy, mitigating risks such as aging infrastructure on the verge of imminent failure.
- Research and develop a sustainable technology plan that meets the demands of a post-pandemic teaching, learning, and working environment.

In addition to the top three priorities, large-scale change initiatives on the campuses and at the district were led or supported by IT professionals from the five departments.

Project Management Office

Project management involves managing principles, procedures, and policies to guide a project from conception to completion. Collaboration with our campus sponsors and stakeholders is key to success.

The PMO currently consists of two project managers, Sara Covington, and Leslie Dawson. A third entry-level PM position is in the recruitment stages to fill the current vacancy.

Information Technology Procurements Process
- FY 22-23 Spend= *$4.7 Million*

Cross-District Training
- Accessibility
- Microsoft 365
- IT Procurement
- KnowBe4 Cybersecurity Onboarding & Phishing

District-wide Collaborations
- CCS MarCom
- Centralized Scheduling
- EA Academy
- Capital Projects
- SBCTC IT Representation

Notable Project Support
- SharePoint Migration
- Fine Arts Building
- TargetX CRM
- Telecom Upgrade
- Asset Management –

Software Procurement Checklist
- Compatible with our Network
- Accessibility
- Data security and HECVAT

Accessibility
- Quarterly Web Audits
- Policy and Accessibility Plan
- Training Coordination

Project Management Office

Customer Support Center

The Customer Support team is the face of the CCS IT team and the front line when customers require assistance. Our Help Desk supports our students, faculty, and staff population with their everyday IT issues. Our "boots-on-the-ground" Field Team works hard in the field to ensure your IT technologies are in the right place and working properly.

The Customer Support Team resides at both colleges with a staff count of 12. Sara Covington oversees the team as the Client Service Manager. Stephanie Beaulieu leads the team as the IT Customer Support Supervisor.

Recent Customer Support Highlights:

SCC	District	SFCC
Install computers in 9 labs - 205 total systems	HR relocation and reinstallation of PCs and hardware	2022 Tech Fee Rotations - 140 PCs, 38 Laptops, 37 Mac products
Move and re-install post remodel Bldg. 8 PCs, Laptops, Printers	Magnuson remodel assistance, temporary Laptop Cart set-up, removal and surplus of computers	2023 Tech Fee Rotations 141 PCs, 37 Laptops, 38 Mac products
Deploy Faculty and Staff Computers - 100 laptops, docking stations, and dual monitors.	Republic Center downsize and move	Move and re-install post remodel - Building 8 Building 30
Laptop Cart set-up for Dual Enrollment		

Support by the #'s

Tickets resolved –
December 2021 to December 2022 – 12,753
December 2022 to August 2023 – 8,717

Hardware supported district-wide:

Faculty / Staff Windows OS computers & laptops: 2,216

Macs: 361

iPads: 222

Student Windows OS computers & laptops: 2,922

Faculty / Staff network printers: 316

Student network printers: 185
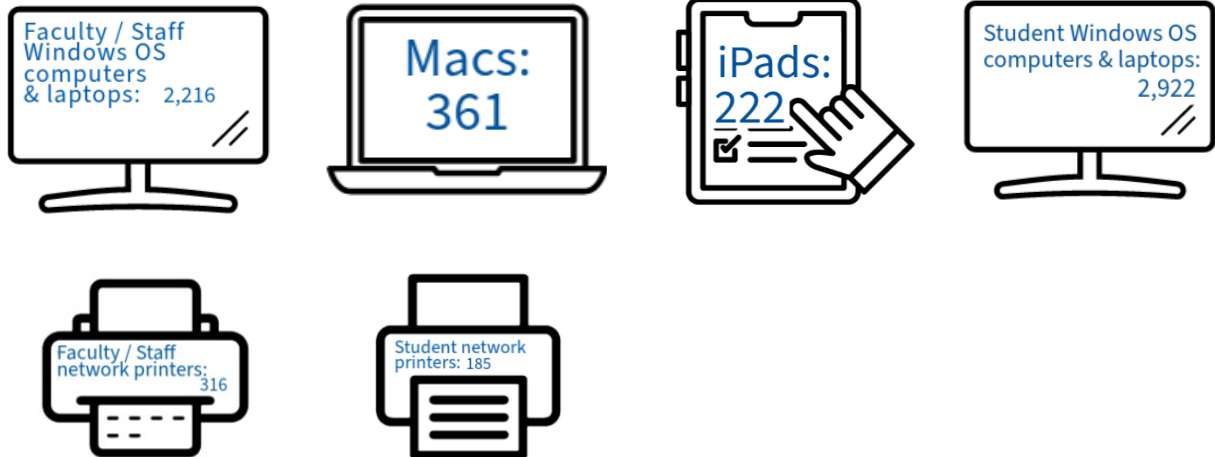
Technology Services

Technology Services is responsible for the research, development, implementation, and maintenance of all servers, data storage, network, security, telecommunications, and disaster recovery systems that support student, faculty, and staff systems across the district.

The Technology Services team resides primarily on the SCC campus with several team members residing at SFCC. The team is led by Director Thomas Ingle, and supported by Assistant Director, Shane Fuller. There are 4 Systems & Network Operation technicians, 3 Client Systems Engineering technicians, and 2 Telecommunications technicians.

Systems & Network Operations	Telecommunication	Client Systems Engineering
• Servers • Networks • Firewalls / Security • Wi-Fi	• Soft Phone Solutions • Responsive access • Voicemail Transcription	• Application packaging • Security updates • Software updates • Apple device management

Breakdown of Technology Services

Recent Technology Solutions

- Migrated all student and employee data (almost 30TB) off 15-year-old antiquated servers at both campuses to newer, more modern, and secure hardware.

- 50+ Switch Replacements at SFCC/SCC

- Colville Wi-Fi conversion project = all new access points with better range and speed for remote users. Continued Expansion of Wi-Fi access continues across all college campuses.

# of Wireless Access Points
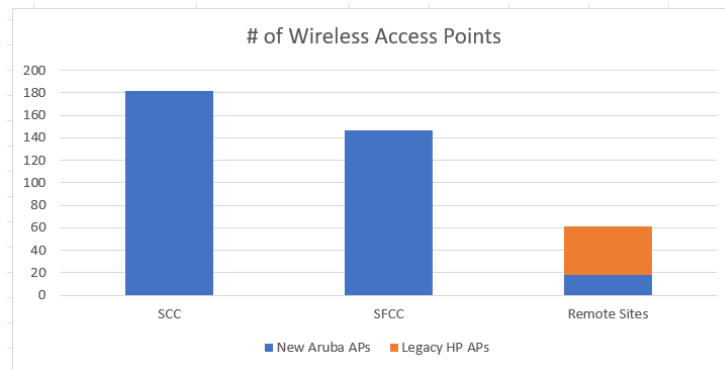
- Enabling the use of ClearPass = MUCH better security options and the ability to provision/replace switches in a fraction of the time.

- Power over ethernet = We can more effectively power devices like phones, security cameras, and media equipment. IE - We can centrally / remotely control devices AND newer devices require more power than our older switches cannot provide.

- Ongoing telephony project converting current landline phone solution to Mitel VoIP (Voice over Internet) replacement project. The current focus has been on remote locations to eliminate system failures causing downtime, as well as reduce center costs. Staff in student services locations can ensure proper phone coverage regardless of work location.

Technology Services by the #'s

Current Operation Systems –

Windows OS
- 1600+ computers loaded with or upgraded to the 22H2 version of Windows 10
- 3600+ computers loaded with or upgraded to the 22H2 version of Windows 11

Mac OS
- 240+ Computers loaded with MacOS Ventura
- 90+ Computers loaded with MacOS Monterey

# of Supported PC's by Operating System
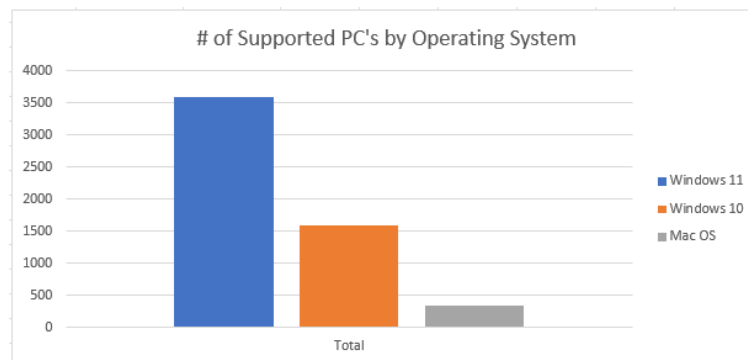
Current Application Deployments

Windows OS
- o 337 Application Deployments – Applications

- o 75 recent application Updates

Mac OS
- o 87 recent software updates and deployments regular quarterly deployments (12), Adobe Software + Extensions (25), and Music Lab Software + Extensions (50)
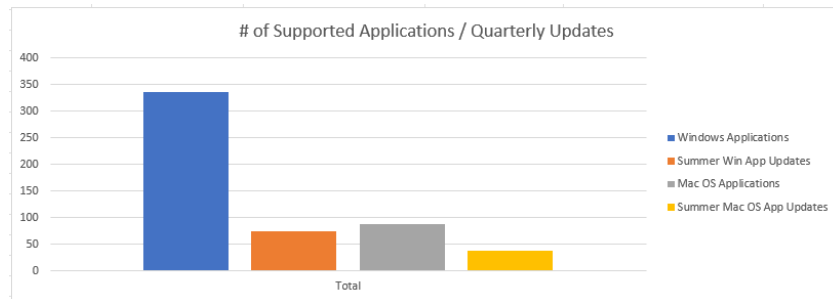
> Centers serving: 10
> Sites that are live: 13
> Sites still to convert: 8
> Total Phone # Ports: 6300 District-wide (not all in use currently)
> Phone #'s Ported: 700+ to date
> **Cost savings by Center location: $500 to $700/month**

Cybersecurity

The CCS cybersecurity efforts aim to protect our organizations' systems, applications, computing devices, sensitive data, and financial assets against simple and annoying computer viruses, sophisticated and costly ransomware attacks, and everything in between.

The work is led by the team efforts of Thomas Ingle, IT Technology Services Director, and Nate Walker, Cybersecurity Readiness Coordinator.

Recent Cybersecurity posturing:

- Sponsored cyber-attack tabletop exercises to help CCS Leadership, and college departmental faculty & staff recognize and respond simulated to cyber-attacks.
- Educated Faculty and Staff on the importance of user responsibility to mitigate risk.
- Developed "CCS Policy Memorandum on Data Marking and Classification", establishing a precedent for marking and handling of sensitive data in accordance with Washington Office of the Chief Information Officer (WA/OCIO) standard 141.10 (4.1)
- Drafted "CCS Cyber Security Training Procedure", outlining training requirements, and for all end-users of CCS IT systems, per WA/OCIO Standard 141.10 (1.4)
- Reviewing and updating the current CCS cyber security policies to align with WA/OCIO mandates.
- Monitoring 6 unique cyber-security canning services to ensure the safety of the CCS Network.
    - CISA
    - MS Sentinel
    - Graylog
    - Tenable
    - KnowBe4
    - Firepower Mgmt. Console

Cybersecurity efforts by the #'s

- 75+ Cabinet members and division heads trained between 3 Tabletop Exercises (TTX) Including Head Start / Early Head Start / ECEAP
- 30+ Faculty and Support staff trained at eLearning conference, in person and over Zoom
- 230+ training hours over the last 6 months
- 70% Completion Rate for Cybersecurity onboarding over last 6 months

Information Systems and Development Services (ISDS)

ISDS includes database administrators who plan, implement, manage, support, and improve CCS database environments as well as developer/integrators who plan, develop/program, support, and improve CCS web and other applications as well as integrations between CCS and third-party solutions and technologies.

ISDS is led by Director, Bob Nelson. The team consists of three developer/integrator positions and two database administrator positions.

Ongoing efforts of the ISDS team include:

CCS Kentico CMS websites, including custom components and features –
Our key clients and partners in this effort include the web team within CCS Marketing & PR. This work can be limited in scope and quickly addressed and documented through FreshService tickets.

The work on Kentico can also involve large commitments of time and effort for planning and implementation. This work includes changes in support of Guided Pathways for both colleges or changes related to branding, website overhauls, etc.

Kentico Guided Pathways Website page example:

CCS SQL Server data environment which includes multiple servers and databases–
One key aspect of this is implementing and ensuring the functionality and version currency of
the Base Data Replication Package (BDRP) originally developed at CCS and now shared across
the state with collaborative development leadership from Edmonds Community College.
The BDRP is a crucial part of our data infrastructure because it makes replicated ctcLink data
available in our local SQL Server environment for use in many third-party and CCS-developed IT
solutions.

CISA web application security scan -
Monthly scans are performed with results followed up by actions to address/mitigate any
identified vulnerabilities in our websites and applications.

Examples of data implementation and functional integrations:

Integrations between applications and solutions can be cloud-hosted or in our local CCS environment.
Currently, CCS ISDS supports 23 external application integrations and 10+ internal system integrations.
Examples of integrations include:

- TargetX/Salesforce CRM integrations with ctcLink and other student recruitment and retention systems.
- Cayuse integrations with ctcLink for Foundation donation tracking with future grant funding opportunities.
- Single-sign-on solutions using Microsoft Active Directory to simplify and improve access to systemwide applications.
- Integrations in support of ID cards, bus passes, and the parking & library system.

Media Services:

The work of our Classroom Technology team focuses on classroom technologies, creating dynamic working and teaching environments. This team works closely with capital projects, facilities, and the entire IT department to accomplish their work.

The Media Services team resides at both campuses and is led by Sean Cotter with 3 full-time staff. The team is also supported by several non-perm and work-study employees.

Our installation and support include:
- Electronic Classrooms
- Hybrid/Hyflex Classrooms
- Video Conferencing (Zoom, Microsoft Teams, Polycom, Webex)
- Smart TVs (Large format interactive displays and flat panel televisions)
- ITV's (Polycom video conferencing classrooms)
- Anything Audio/Video and remote learning.

Hybrid Classrooms are Online Learning Environments with cameras/microphones, podiums, and viewable displays where learners can participate in person, online, or in a Hyflex setting. Hybrid Classrooms provide opportunities for Hyflex Learning. Hyflex learning allows educators and learners to participate in any location, and participants can engage in learning at varying times. Several classrooms included transitioning legacy Smart Boards to interactive, multi-screen displays.

Media Installations by the #'s -
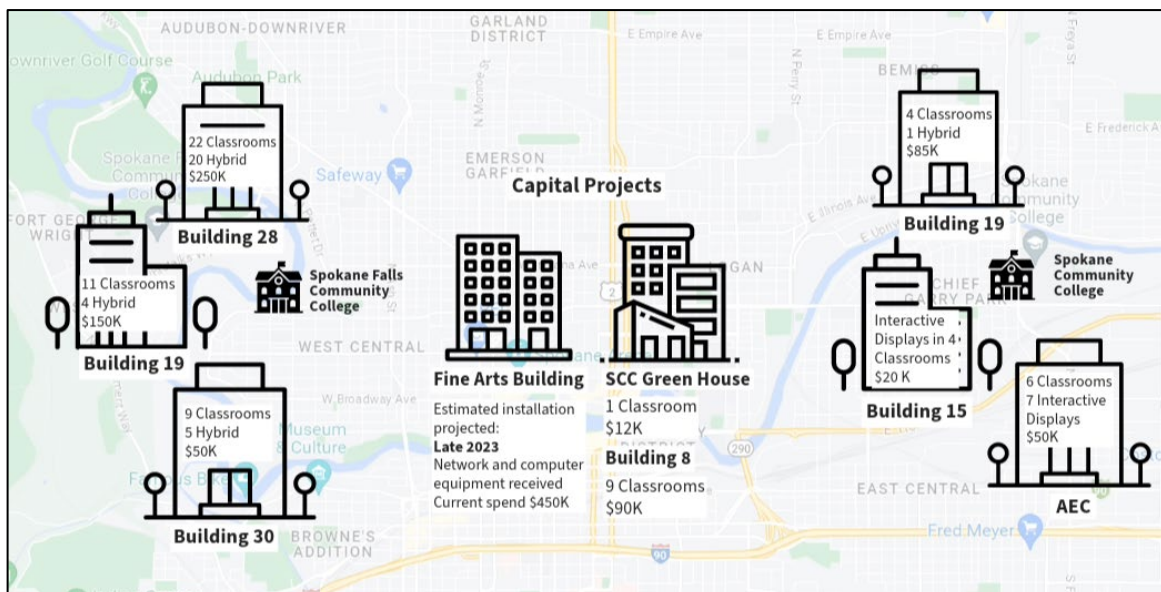
Q&A

Who are the faces of IT? (Employee Success, Operational Excellence)

The IT department strives to recruit and promote highly skilled employees. Our team currently consists of 34 full-time team members and a mix of non-permanent, HireMilitary, intern, and work-study students. Pre-pandemic, the IT team had a total staff count of 46 employees and the team continues to restructure and build back to full staffing. There have been 7 internal promotions across departments and 5 new hires to date as we work to build back to full capacity in the IT department.

Employees by the Numbers

12 - Customer Support (1-FT Customer Support at Airway Heights Correctional Center)
12 - Technology Services
5 - Information Systems and Development Services
4 - Media Services
2 - Project Management
7-10 – Quarterly non-permanent, HireMilitary, intern, and work-study
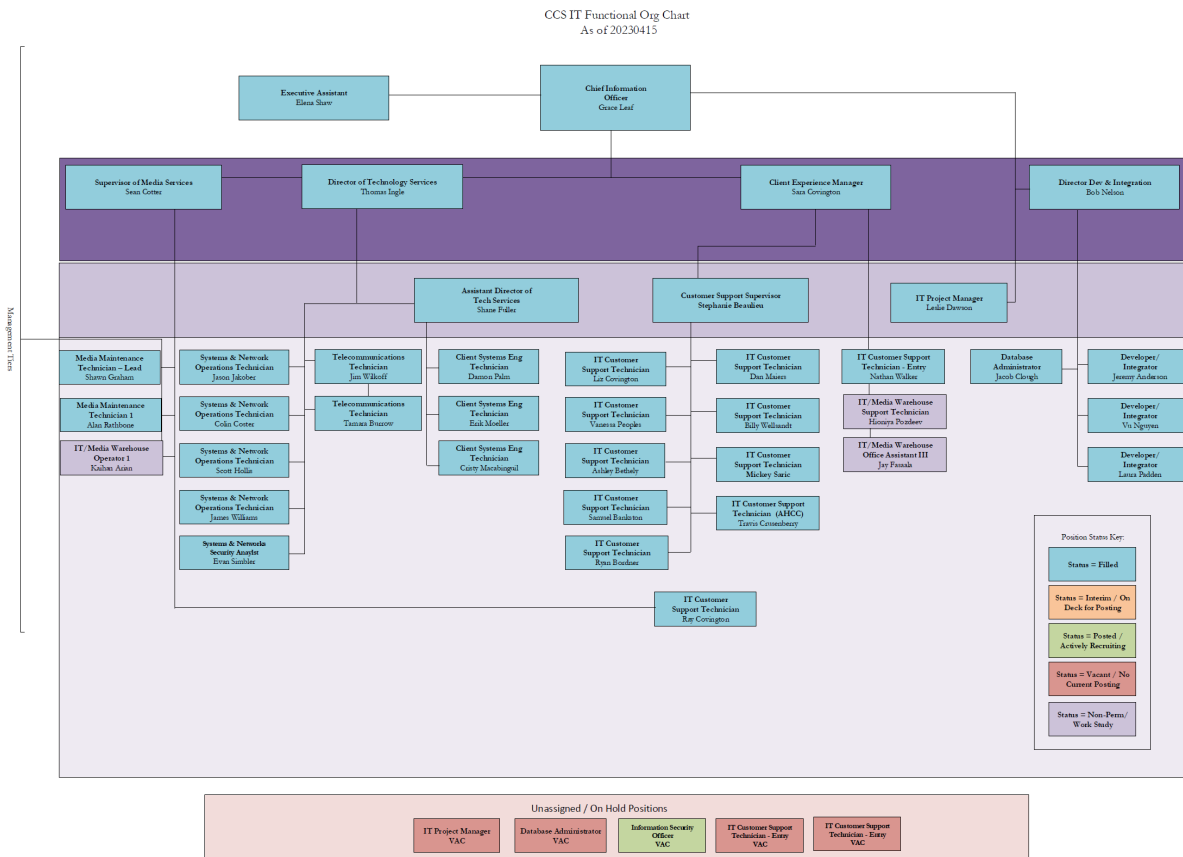
The IT team also values professional development. Many team members have taken advantage of the opportunities below:

- Master's Degree Programs (2)
- TIA + through CCS CE (8)
- CCS ESL/ABE (1)
- Certifications (Full Staff as Required)

How will the Mitel Telephone solution impact our college communities? (Operational Excellence, Employee Success, Student Success)

The impact of the Mitel softphone solution is already being felt across the district. Our remote locations are not only seeing less downtime, but they are also feeling the positive effect of cost savings. As more remote locations are brought online, our student support opportunities increase. For remote sites, with limited staffing, the ability for staff to field calls and connect with students and peers is invaluable; working onsite is no longer a necessity for providing excellent student support.

Reporting tools also help to inform staffing needs and best hours of service. It also creates an opportunity to celebrate our college communities and support departments for the direct impact they are making in the work they do with our students.

What does the average day for our CS team look like? (Student Success, Employee Success)

The Customer Support Center is open from 7:30 a.m. to 5:30 p.m. and has drop-in office locations at both SFCC and SCC. The CS Team's busy seasons include summer maintenance and updates (Lab rotations, computer updates, classroom maintenance) and Fall Start-up client support (Faculty & staff, returning and new student support).

Breakdown of an average day:

- Calls per day: 45-50
- Call Time: 4 minutes
- Fresh Service Tickets per day: 100-120

Most popular questions:

- My password is not working, why?
- How do I log on to the Wi-Fi network?
- What is my username?
- What is the Wi-Fi password?

Did you know…

1st day of Fall 2023 Statistics

FreshService Tickets:
New Tickets created today - 284 (of those 209 have been resolved) Compared to 201 New and resolved tickets on the first day of Fall Quarter 2022.

Phone calls received in the Call center:
296 Incoming calls, 205 of which were answered by technicians, and 52 user voicemails returned on the same day.

What are some notable collaborations between Colleges and IT? (Employee Success, Operational Excellence)

- District-wide Target X CRM implementation to improve recruitment and retention efforts.
- SCC & SFCC College Guided Pathways website improvements to support recruitment efforts.

- Cybersecurity Tabletop Exercises across the District to improve Security Posture.
- SharePoint Intranet Migration Project to improve internal communication and data retention and ensure accessibility for users.
- Leadership Development Program collaboration with the Provost's office to help build and retain leaders within the CCS community.
- eLearning training collaborations focused on cybersecurity and Microsoft 365 resources.

What is our biggest cyber vulnerability, and how do we remediate it? (Employee Success, Student Success, Operation Excellence)

The individual user is our biggest vulnerability. IT systems are getting exponentially harder to hack into, while the end user remains a weak point. We can help to mitigate this vulnerability by creating a culture of readiness, characterized by:

- Offering high-quality training that is tailored to the end-user with increased end-user testing.
- Fostering a positive view of cyber readiness that invites and empowers the end-user to join, rather than mandate compliance.
- Supporting the above points with policy and procedure that is up to date and all-encompassing.

How will the SharePoint Intranet Conversion Project Impact our District? (Employee Success, Operation Excellence)

Our SharePoint solution will help propel Community Colleges of Spokane forward in how we access information, provide employee resources, and share campus-wide communications.

The SharePoint solution will:

- Ensure Cloud Security w/increase mobility.
- Create an organized approach with universal search capabilities.
- Retain institutional knowledge and data management through lists & libraries.
- Support Accessibility Initiatives (*Policy 188*)

EHA/FACULTY REPORTS

Presented by: Beverly Daily, AHE
                      Christina Momono, SCC, ESL
                      Katie Satake, SCC
                      Katella DeBolt, SFCC
                      October 17, 2023

<u>Board of Trustees Report for October 2023 – Christina Momono</u>

Camille Kovarik reports that for Summer 2023, their HS+ program served a 118 HS+ students enrolled, 28 graduates, and 308 credits earned. They were excited about these numbers.

Intissar Yahia, from the Pullman site, stated that she uses Universal Design for Learning and Differentiation Approaches in her classes. She incorporates numerous activities including art-based workshops, building relationships with Washington State University's international office, inviting guest speakers, and organizing field trips.   She mentions that this kind of practice enhances language skills, relieves refugees' trauma, and connects them with the local communities in the US.

Board of Trustees Report-SCC Credit Faculty
Katie (Catherine) Satake

October 17, 2023

1. David Edwards, SCC Architecture faculty member reported: David took his first-year students to visit eight architecture firms on the second and third day of the quarter so they could see where they might work someday. The architects were very generous with their time explaining their jobs and answering students' questions.

   David entered 10 projects done by his students last spring into a design competition sponsored by the INAF (Inland Northwest Architecture Foundation). Local and regional architects judged their work and awarded first, second and third place to his students. The winner received a $1500 scholarship and these three have all been granted job interviews from local firms.

   It was good news for our graduates from last spring who were seeking jobs because there were more jobs than graduates to fill them. Others are continuing their education down in Pullman by taking advantage of our 2+2 articulation with WSU Architectural Studies. Additionally, last year five of the students in the first year of a two-year program found jobs in our industry and continued their studies while they are also gaining work experience. These employers have found that our students are good communicators and are likeable, teachable, and dependable. They feel it is worth their investment to improve their technical knowledge while also allowing the students to complete their degrees.

2. Andy Buddington, SCC Geology faculty member reported: SCC Geology students Alan Belasco & Marilyn Smith completed their awesome geologic research project of the Antoine Peak Conservation Area, including a geologic guide to the hiking trails at Antoine Peak. The report and hiking guide was accepted by Spokane County Parks & Rec and linked to the Antoine Peak Conservation Area website. You can access their work at: https://www.spokanecounty.org/Facilities/Facility/Details/Antoine-Peak-Conservation-Area-58

3. Amy Anderson, SCC Communications faculty member reported: This summer, Amy nominated one of her Public Speaking students, Shawnee Munns, for the Statewide Inspirational Speech Championship at Centralia College. She spoke about the importance of being authentically yourself, and she got 3rd in the state!

#1: Pathway to Prescriptions and Practitioners

Thayne Lacey, Anatomy and Physiology Instructor and Chair of Life Sciences, shared that CCS is launching a new Pre-Medical and Pharmaceutical Science Degree that is directly articulated with reserved seating to programs at WSU College of Pharmacy and Pharmaceutical Science to help facilitate and support the lengthy process for students to transition from earning a high school diploma all the way to earning a Medical Doctorate degree.

#2: Visualize this!

Corrine Morrow, Interpreter Training Program (ITP) Instructor and Program Lead, share that Judi Throop (Interpreter Training Program tenured instructor) worked for 2 years to become a certified trainer in Visual Phonics. Visual phonics is a visual system for teaching phonics. It can help people learning English as a second language, individuals with speech or auditory discrimination problem, Deaf and Hard of Hearing individuals, and those developing basic reading and writing skills. Corrine stated it is a powerful tool for anyone struggling with literacy.
For spring quarter 2024, Judi will begin teaching ITP students this tactile system.
At this time, Spokane Falls Community College, is the **ONLY** college in the **United States** that has incorporated this tactile system into their Interpreter Training Program course work.

#3: Are your Jazz hands ready?

Instructor and Director of Instrumental Studies at SFCC, David Larsen, supported SFCC music students in their community outreach adventures Rogers High School, Deer Park schools, and Liberty High School. David said the students really "like getting out there and the working with the younger students." David said he and SFCC music students "have lots more schools to visit and we are also taking the jazz band to Deer Park High School for a shared concert on October 24th."

#4: Community outreach support by SFCC Instructor

The very new CCS Employment Preparation Program has recent graduates! Khalil Islam-Zwart, English Instructor, shared that The Washington State Department of Transportation (WADOT), and their partners in the program, Catholic Charities and i2Strategies, recently received a grant to begin this program to assist Spokane community residents with preparing for employment. The CCS Corporate Education group asked Khalil to create a "fun, dynamic, and beneficial program which graduated its first participants September 27th. We look forward to future collaborations and amazing success stories!"
https://shared.spokane.edu/Content-Items/News-Articles/2023/Former-Camp-Hope-Residents-Graduate-CCS-Program?s=ccs

WFSE/CLASSIFIED STAFF REPORTS

Presented by: Abigail Affholter, SCC
October 17, 2023

Abigail Affholter

Administrative Assistant II Technical Education Division

Recap of September/October:

With this being my first year at SCC, it truly has been amazing to watch the 2023-2024 Academic school year come to fruition. At SCC we had the pleasure of welcoming the entirety of CCS to convocation and kick off the school year. With classes in full swing, it has been a joy to walk on campus and see the students smiling and talking about their classes, raving about the opportunities that they have already had on our campus. Orlando's and the Bakery are currently my happy place on campus.

In the Technical education Division specifically, we welcomed 15 businesses into the Stannard Technical Education Building this past week for a job fair for our second-year students, prompting active searches for job success after leaving SCC following graduation. The response from both students and employers was overwhelmingly positive at the close of the event. Along with this I had the pleasure to attend Fox 28 Spokane with Dean Dr. Ashley Purdin and Dean Guillermo Espinosa to watch them present our upcoming Future Sasquatch Day on November 1st which will include tours for prospective students in the Technical Education Division hoping to pursue careers in the trades. As a division we are looking forward to this event and providing a space for future students to thrive in their chosen fields.

We are so excited for this upcoming school year and all it will hold.

Thank you,

Abigail Affholter

STUDENT GOVERMENT REPORT

Presented by: Tammy Pham - SCC
                        October 17, 2023

BOARD REPORT

EXECUTIVE SESSION

BACKGROUND
From time to time, the board will find it necessary to adjourn to executive session. Formal action will not be taken during executive session.

Prepared by: Breanne Riley
                           Executive Assistant to the Chancellor

                           October 17, 2023