

BOARD OPERATIONS

PROCESSES AND PROCEDURES ONBOARDING



2020/2021

ENCORE EDUCATION CORPORATION
16955 Lemon Street, Hesperia, CA 92345

Preface

Thirteen years of improvement and counting

Encore entered its thirteenth year of operation during the 20/21 school year. As part of Encore's never-ending journey of revisions and improvement, the continued steps taken to have a transparent, organized, and effective board continue in all departments, activities, and items throughout the campus.

During the 20/21 school year, Encore's Board of Directors voted to implement and onboard a digital platform to help organize board documents, agendas, and the board called "Board on Track." The onboarding and training process will happen throughout the 20/21 school year, starting in December 2020.

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Introduction

Goals of this report

The purpose of this particular report is to identify Encore's School Board and the processes and procedures that are tied into the physical operation of the board.

The first part of the report will cover an analysis of Governance Structure. This will cover structure, makeup, and operation of Encore's Board. This will also cover who does what on the Board and how the Administrative and Executive staff assists the Board.

The second part of this report covers the basic processes and procedures of how the Board meetings and the Board operate. This part of the report is beyond bylaws, but the actual day in and day out tasks that drive the notification and operation of Encore's school board.

A lot of the Board development in the 20/21 school has been based on the onboarding process of "Board on Track." This is a new and ongoing process that will take about a year to implement and cycle into. Within this report, there is extensive information on where Encore is headed with Board Governance, with a comparison of where Encore sits today.

If you ever want to get in touch with Encore's Board of Directors, you can do so by emailing board@encorehighschool.com.

Governance Structure

School Board Makeup

Encore's Board of Directors (School Board) is made up of appointed volunteers. The school board members are recommended by parents, staff, students, and board members in an effort to provide a variety of backgrounds and expertise on the board. School Board members are on two year terms and can serve consecutive terms. Encore Education Corporation does not compensate Board members to be a part of the Board.

The School Board consists of 5 – 7 volunteer members. In order for a quorum to occur for any meeting, a majority of voting members must be present at the meeting.

The volunteer members must be at least 25 years old and must be recommended to the board. Members cannot work for Encore or have been a terminated employee for Encore Education Corporation. Volunteer members cannot have any active contracts with the organization. Volunteer member candidates interview with members of the Board prior to the addition of the board member and the Board will vote to officially add a member to the Board.

The goal of Encore's Board of Directors is to have five members, however, there have been instances where additional board members have been added in anticipation of a board member resigning midterm. Encore's Goal is to always have an odd number of Board members to avoid split decisions that result in a "tie" vote.

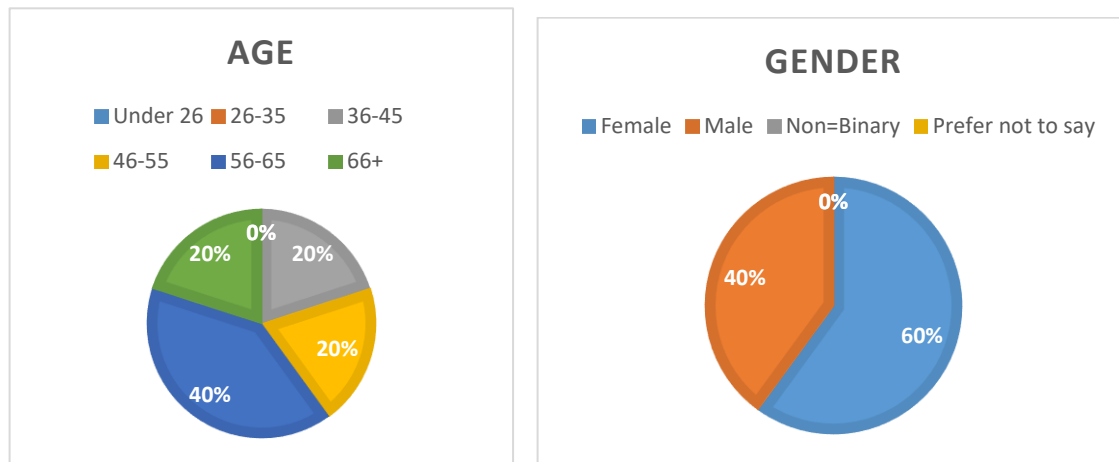
Encore Education Corporation reserves a seat on the Encore Board of Directors for their charter authorizer(s) to provide a Board member in the event that the District (HUSD currently) wishes to supply a Board member.

Current Board Makeup

Encore currently has five members on the Encore Board of Directors.

- Mrs. Suzanne Cherry, Board Chair/President – Serving her fourth term (7/13/2020 – 6/13/2022)
- Mr. Rob Gabler – Serving his first term (7/15/2019 – 6/14/2021)
- Dr. Kelly Ahmed, Board Secretary – Serving her third term (7/13/2020 – 6/13/2022)
- Mr. Glenn Thackeray – Serving his first term (7/13/2020 -6/13/2022)
- Ms. Kathy Staley – Serving her first term (7/13/2020 – 6/13/2022)

Of the current School Board:



Using the new onboarding of “Board on Track” Encore is currently compiling additional information from Encore School Board members including ethnicity and skills. Once the Board has completed their own profile, Encore will have a summary of the following areas based on board member makeup:

Skills Summary – This Board survey will help Encore with recruitment based on the skills summary created from Board member surveys:

- Academic Excellence
- Development
- Facilities
- Finance
- Governance
- Human Resources
- Key Qualities

In relation to demographics – Board on Track keeps a summary of age, gender, and ethnicity of Board members.

When Encore’s Board is ready to recruit new Board Members in the future, they will be able to use the Board Recruiting & Organization tools offered by Board on Track. The following topics available to the Board of Directors and the Executive team to help build a strong board include:

- Creating a 3-year Board Recruitment Road Map
- Board Savvy CEO: What is the CEO’s Role in Board Recruitment?
- Board Composition: Who Should Serve on your Board?
- Board Composition: Diversity
- Recruiting: What Skills Are Needed on a Charter School Board?
- Recruiting: In Addition to Skills, What Qualities Should We Look for in Board Candidates?
- Recruiting: Setting a Strategy

- Recruiting: Who is on the Hook to find and Recruit New Trustees?
- Interviewing: Board Candidate Interview Process
- Evaluating & Screening: how to Screen Trustee Candidates Effectively
- Orientation: Sample Board Member Orientation Plan

These processes are looking forward using the platform that was approved in November 2020. The onboarding process started in December 2020 and will continue onboarding for the next year.

The current school board that was appointed has the following makeup based on the general interview and appointment processes prior to the implementation of Board on Track:

- 100% of all members have had at least one student go through the education system at Encore High School, although none of them have a current student. (The last one graduated in 2020.)
- 40% of all members own their own business and have expertise in business operations and business finance through the ownership of their own business.
- 60% of all members work or worked in a field where health and safety are a primary mission.
- 60% of all members work in a field where customer service is a key factor of their job descriptions.
- 100% of all members serve or have served in a management capacity at their workplace.
- 100% of all members have helped their own children get into a college or university after completing Encore's high school program.
- 100% of all members have post-secondary education ranging from certifications to PhD.
- 60% of all members have been a part of educating and training within their area of expertise.
- 40% of all members are a part of other civic organizations within Southern California.
- 60% of all members have expertise in facilities management.
- 60% of all members have expertise in office management.
- 60% of all members have expertise in marketing.
- 40% of all members have expertise in business finance.
- 100% of all members have lived in the high desert for at least seven years.

Operation of the School Board

Encore's Board of Directors, once appointed, undergo training annually for Brown Act, Conflict of Interest, and Form 700s.

After the appointment is complete, the Board members nominate and vote who will serve in each role: the Board Chair/President, Vice President, and Secretary.

Between meetings and throughout the month, the CEO will send information via email (blind copy) to the Board to keep them in the loop of all that is happening within the school. The Board members are also added to Encore's "all" emails so they can keep in touch with what is happening throughout the organization.

Encore establishes a board calendar each school year. The dates of the upcoming board meetings can be found by the general public by going to the www.encorehighschool.com website and clicking on Board. The annual dates can be found by clicking on the “Board information” button.

Encore’s Executive Assistant (currently Joelle Schwarck) is responsible for setting up and compiling all of the pieces of the monthly agenda. There is a general item calendar that is followed to set the framework for the meeting. Certain departments are on calendar to speak each month. In general, the Board will hear from all departments a minimum of twice per school year. There are also habitual reports, action items, and consent items that are on the calendar every school year according to month (first interim budget, LCAP, attendance, DOJ clearances, etc.)

Encore’s Executive Assistant compiles all of the information and collects all of the reports and attachments needed for each board meeting. This information is then uploaded to Encore’s Board on Track site where the information can be reviewed, reordered, and organized easily.

Once all of the information is compiled and placed into the board meeting, the Executive Assistant shares the Board meeting with the CEO, the General Executive Manager, and Encore’s Legal Counsel for review.

- The agenda is reviewed first. Once the agenda is reviewed and approved, the board meeting agenda is posted. Board on Track timestamps the date and time that the agenda was posted for Brown Act reporting purposes.
- Once the agenda is reviewed and approved, the attachments are approved. Once the attachments are approved, they are posted.

The Executive Assistant uses Board on Track to notify all of the parties that should be present at the Board meeting at the same time.

- Board on Track sends an invitation to all executive, administrative staff, and the Board of Directors.
- Board on Track sends the complete packet to all executive, administrative staff, and the Board of Directors.
- Board on Track has reminders set to alert deadlines for posting and whether or not quorum has been met of voting members based on invitations sent.
- Board on Track has the ability to email all speakers a copy of the public board packet and an invitation.

In the event that quorum has not been met based on email invitation, the Executive Assistant or the COO will reach out to the Board members via telephone call to make sure that all parties are aware and plan to attend. If quorum cannot be met, Encore will postpone and reschedule the meeting.

Each month, Encore’s Executive Assistant reaches out to the School Board to see if there is anything additional that they would like covered at the next Board meeting. The Executive Assistant will then inquire with the Administrative team to help assign the reporting. If the reporting can be set for the next month’s meeting, the reporting will be placed on the agenda. If the reporting is something that will

take more time or requires a one on one response, the executive team will take the appropriate action to make sure that the board is supported.

Who Does What?

School Board President –

- Runs the meetings
- Communicates with staff regarding Board needs.

Vice President –

- Runs the meetings in the event that the Board President is unavailable.

Secretary –

- Signs Board Documents.

All Members –

- Attend and participate in Board meetings
- Review and ask questions regarding board documents and items on the agenda
- Visit the campus at least once per quarter
- Complete Board Skills Survey Annually
- Attend Brown Act Training and Conflict of Interest Training Annually
- Respond to Meeting invitations appropriately to help maintain quorum
- Review Board Documents and Public Documents on the Board on Track portal
- Engage in committees and decision making processes as an oversight body

Committees –

Board members, staff, students, and parents work together on appropriate committees. Each year, Encore's Board of Directors will set from one to five goals in each committee category for annual growth and improvement. While committees have existed in the past for employee development, finance, facilities, and safety: starting in the 21/22 school year, Encore is formalizing the committees based on Board on Track guidelines:

- Academic Excellence Committee – Will comprise of the CEO, the Dean of Academics, Department Chairs, ASB General Officers, PAC Chair, the Dean of Students, and at least one board member. Meets monthly.
- CEO Support and Evaluation Committee – Will comprise of Human Resources Manager, the CEO, and at least two board members. Meets Quarterly.
- Development (fundraising) committee – Will comprise of ASB Manager, the Controller, the CEO, the General Executive Manager, the COO, Student Services Manager, Assistant Dean of Academics, the ASB General Officers, at least one member of PAC, at least one staff member, and at least one board member.

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- Facility Committee – Will comprise of the COO, the Facilities Manager, Risk Manager/Human Resources Manager, General Executive Manager, Student Services Manager, Staff Liaison, and at least one board member. Meets each semester.
- Finance Committee – Will comprise of the CEO, the COO, the General Executive Manager, the Controller, Backoffice Provider, and at least one board member. Meets Quarterly.
- Governance Committee – Will comprise of the CEO, the COO, the Board President, the Executive Assistance, and the Staff Liaison.

How Does the Paid Encore Staff Assist the Board?

Executive Assistant –

- Compiles and Masters all of the agendas. Contacts Board for Board meeting related activities.
- Updates Board Documents and Public Documents on Board on Track
- Updates Annual Board Calendar on Board on Track

General Executive Manager –

- Takes minutes of all meetings and posts them.
- Contacts Board members for non-meeting related activities like personal CEO meetings, signatories, events, and activities.
- Responsible for providing the Board with any Board complaints that are received through email or USPS directed specifically for the Encore School Board.

CEO –

- Sends frequent updates to the Board about things that are happening on campus and within the organization.
- Personal “heads up” conversations that happen between official meetings with one on one board members (not serial meetings).

COO –

- Helps organize logistics of meetings, events, and activities when necessary.
- Respond to any health, safety, welfare, discipline, and campus daily operations questions that the board may have.

IT –

- Helps administer laptop computers to each board member that needs one
- Trains each board member how to use the technology needed to administer the Board meetings
- Records and posts meetings for public viewing

All Staff –

- Available for conference with individual members of Encore’s School Board on request. (The CEO or the General Executive Manager would generally schedule meetings with staff, parents, students, and the one on one school board members.)

Processes and Procedures

Roberts Rules of Order

Encore’s Board of Directors follows the basic Roberts Rules of Order.

Roberts Rules of order are also widely known as parliamentary procedure. Using this procedure to operate a meeting ensures that meetings are efficient and equitable. A chairperson of a meeting will allow all members to voice their opinions in an orderly manner so that all can be heard and hear what is being said. Following Roberts Rules of Order helps create an organized meeting.

- The agenda keeps the meeting on track and moving toward goals.
- It helps make sure that the meeting is cooperative, not commanding.
- Order helps control the flow of a meeting because everyone that wishes to, will have an opportunity to speak.
- When discussions get off track, the chairperson or a member can help guide members back to the agenda.
- Roberts Rules of Order helps to enforce courtesy and respect easily.
- The Board skill level increases when using parliamentary procedure of motions and points of order.
- Each speaker is given an opportunity to have undivided attention.
- Discussions can be more easily tempered when they are emotional.
- This allows for consensus rather than one authoritarian.

The following is a cheat sheet excerpt from www.boardeffect.com.

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Action	What to Say	Can interrupt speaker?	Need a Second?	Can be Debated?	Can be Amended?	Votes Needed
Introduce main motion	"I move to..."	No	Yes	Yes	Yes	Majority
Amend a motion	"I move to amend the motion by...." (add or strike words or both)	No	Yes	Yes	Yes	Majority
Move item to committee	"I move that we refer the matter to committee."	No	Yes	Yes	No	Majority
Postpone item	"I move to postpone the matter until..."	No	Yes	Yes	No	Majority
End debate	"I move the previous question."	No	Yes	Yes	No	Majority
Object to procedure	"Point of order."	Yes	No	No	No	Chair decision
Recess the meeting	"I move that we recess until..."	No	Yes	No	No	Majority
Adjourn the meeting	"I move to adjourn the meeting."	No	Yes	No	No	Majority

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Request information	"Point of information."	Yes	No	No	No	No vote
Overrule the chair's ruling	"I move to overrule the chair's ruling."	Yes	Yes	Yes	No	Majority
Extend the allotted time	"I move to extend the time by ___ minutes."	No	Yes	No	Yes	2/3
Enforce the rules or point out incorrect procedure	"Point of order."	Yes	No	No	No	No vote
Table a Motion	"I move to table..."	No	Yes	No	No	Majority

Verify voice vote with count	"I call for a division."	No	No	No	No	No vote
Object to considering some undiplomatic matter	"I object to consideration of this matter..."	Yes	No	No	No	2/3
Take up a previously tabled item	"I move to take from the table..."	No	Yes	No	No	Majority
*Reconsider something already disposed of	"I move to reconsider our action to..."	Yes	Yes	Yes	Yes	Majority
Consider something out of its scheduled order	"I move to suspend the rules and consider..."	No	Yes	No	No	2/3
Close the meeting for executive session	"I move to go into executive session."	No	Yes	No	No	Majority

Board Assessments

Each year via Board on Track, the School Board will take part in an assessment survey to help determine board effectiveness. This is new in the 20/21 school year. Topics covered:

- Yearly Meeting Plan
- Board Meeting Agenda
- Board Meeting Materials
- Board Meeting Content
- Board Meeting Facilitation
- Board Meeting Minutes
- Board Meeting Evaluation
- Open Meeting Law Compliance
- Bylaws
- Job Descriptions
- Officers
- Committees
- Board Size
- Previous Governance Experience
- Skills and Expertise
- Diversity
- Level of Objectivity
- Recruitment Plan
- Recruitment Process
- Board Recruitment Pipeline
- Role of the CEO in Board Recruitment
- Orientation
- Board Goals & Accountability
- Finance Oversight
- Financial Policies and Procedures
- Finance Controls
- Financial Reports
- Developing Realistic Budgets
- Board Education
- Annual Audit/990
- Financial Compliance
- Support of the CEO
- Philosophical Alignment
- Strategic Fund Development Plan
- Accountability
- Board Training

- Academic Oversight
- Clarity of Vision
- Roadmap
- Charter Obligations
- Standardized Testing
- Comparative Data
- Board Education
- Governance/Management
- Partnership with CEO
- CEO Evaluation
- CEO Support
- Governance Knowledge
- Governance Prioritized
- Savvy CEO Board Education
- Setting Strategic Direction
- Communication
- Succession Planning

CEO Evaluations

With the onboarding of Board on Track starting in December 2020, Encore's Board of Directors has also started the process of formalizing the annual CEO Evaluation. Board on Track will be helping Encore's School Board start, manage, and complete the CEO evaluation every school year.

Historically, the CEO has presented an annual report or CEO report to the Board regarding goals, successes, and needed improvements. This report has been given to the entire staff in an in-service luncheon as the "state of the union" address each school year to the staff.

Moving into the 21/22 school year, Encore's School Board will adopt the following best practices evaluation and goal setting process for the CEO.

Sample 12 Month Work Plan for CEO Support and Evaluation Committee:

4th Quarter

June:

- Form CEO Support and Evaluation Committee
- Committee Conducts end of year CEO Evaluation
- CEO takes self-evaluation survey
- Committee shares CEO's survey results with the Board
- Board takes CEO evaluation survey
- Direct reports take CEO evaluation survey

1st Quarter

July:

- Finish CEO Evaluation
- Committee shares Evaluation survey results with Board
- Committee drafts summary memo of Evaluation process
- Committee reviews the memo and Evaluation details with the Board
- Committee and CEO review memo, collaborate to refine CEO goals, introduce CEO personal development goals for upcoming year

August:

- Committee collaborates with CEO to define goals against which to measure CEO's performance for the year.
- CEO and committee create CEO development plan for year
- Board approves the goals that the CEO and Committee have developed

September:

- CEO reports on progress towards goals at monthly CEO Support and Eval Committee meeting.
- Committee works with CEO to sets dates for December and March check-ins and June end-of-year evaluation

2nd Quarter

October:

- CEO reports on progress towards goals at monthly CEO Support and Eval Committee meeting

November:

- CEO reports on progress towards goals at monthly CEO Support and Eval Committee meeting
- Committee gathers input for December CEO check-in from board
- CEO completes self-reflection
- Committee plans December CEO check-in conversation
- Committee works with CEO to have staff satisfaction survey

December:

- CEO reports on progress towards goals at monthly CEO Support and Eval Committee meeting
- Committee conducts a structured check-in with CEO before winter break (see November) about what is working or not working with Board-CEO Partnership

3rd Quarter

January:

- CEO reports on progress towards goals at monthly CEO Support and Eval Committee meeting
- Committee reports to Board about December check-in

February:

- CEO reports on progress towards goals at monthly CEO Support and Eval Committee meeting
- Committee gathers input for March CEO check-in from board
- CEO completes self-reflection
- Committee plans CEO March check-in conversation
- Committee works with CEO to have parent satisfaction survey

March:

- CEO reports on progress towards goals at monthly CEO Support and Eval Committee meeting
- Committee uses work from February to conduct a structured CEO check about what is working or not working with board-CEO Partnership

4th Quarter

April

- CEO reports on progress towards goals at monthly CEO Support and Eval Committee meeting
- Committee reports to board on March check-in
- Committee plans end of year CEO Evaluation

May

- CEO reports on progress towards goals at monthly CEO Support and Eval Committee meeting

CEO should have a set of annual goals that articulates the key things the organization will do this year towards achieving the promises made in the charter and accountability plan, as well as any additional goals that are related to organizational success.

The CEO should clearly articulate when they will need support from the full board and each committee to achieve his or her goals.

Articulating CEO goals and board-level goals provides a clear understanding of the management-governance distinction in key areas. If designed correctly, they will help avoid common governance-management conflicts.

Board Complaints

Complaint Process

Encore Education Corporation strives to make sure that all stakeholders are properly served. Part of this promise of service is adopting a Universal Complaint Process.

Excerpt from the www.encorehighschool.com website.

START HERE – Whenever there is an incident, concern, or complaint (whether you are a teacher, student, staff member, or other stakeholder) an incident report or a formal letter must be filed in the front office of the campus where the report is being made. All filings should start at the school level.

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- For discipline and safety issues, the complaint should be filed with our Student Services Manager, Mr. Joe Thibodeaux. He can be reached through front reception, 760-956-2632, email jthibodeaux@officerteam.com or by mail 16955 Lemon Street #G, Hesperia, CA 92345.
- For academic and teaching staff issues, the complaint should be filed with our Dean of Academics, Mrs. Julia Dolf. She can be reached through the front desk receptionist 760-956-2632, email jdolf@encorehighschool.com or by mail 16955 Lemon Street, Hesperia CA 92345.
- Anonymous complaints can be filed by placing an incident report in a sealed envelope and giving it to any staff member or dropping the sealed envelope into a staff box (A and F buildings) addressed to the person that should open the envelope. They can also be mailed to the General Executive Manager, 16955 Lemon Street, Hesperia, CA 92345. You can also submit a contact form from the bottom margin of the website.
- Title IX Discrimination Complaint Form (Including gender equity / sexual harassment / sexual violence). The Title IX Discrimination Complaint form is available in the front office or online. Once completed, this form should be given to Encore's Title IX coordinator, Ms. Ashlin Barkdull, abarkdull@encorehighschool.com, 16955 Lemon Street, Hesperia, CA 92345

SITE INVESTIGATION – Once a complaint is filed, it needs to be investigated. All complaints are investigated.

- **Time Required** – Investigations take time so it is important to be patient. Anyone reporting an incident should allow no less than seventy two (72) business hours to investigate a claim. Depending on the claim, investigations can take less or more than seventy two (72) business hours.
- **Notification** – If a person files a complaint directly to a Dean, they will be notified upon completion of the investigation. Anonymous complaints will be investigated and reported as logical.
- **Confidentiality** – If the investigation is protected by confidentiality laws for staff and/or students, outcomes of the investigation may be protected by law and you may not be allowed to know what the results and/or actions are coming out of the investigation.
- **Results** – If a complainant is unsatisfied with the investigation conducted at the site level, they can file a complaint directly to the Encore (District) Executive Office.

EXECUTIVE (DISTRICT) COMPLAINTS – When a complainant is unsatisfied with the results from a site based investigation, they can file a complaint directly to the Executive Officer Team. Whenever there is an incident, concern, or complaint (whether you are a teacher, student, staff member, or other stakeholder) an incident report or a formal letter can be filed to the Executive Officers. If no prior complaint was filed at the site level, the Executive Office (District) can refer the investigation back to the site for investigation. Every complaint is investigated.

- **Operations, Safety, Facilities, Discipline** – These questions and concerns should be directed to the Chief Operation Officer (COO) Mr. John Griffin by contacting General Executive Manager Ms. Ashlin Barkdull, 760-949-2036, , You can also email him directly at jgriffin@officerteam.com.

You can also mail him your complaint at Encore Education Corporation, 16955 Lemon Street #A, Hesperia, CA 92345.

- **Arts, Student Services, Policies, Enrollment, Social Media, Marketing, Events** – Questions and concerns relating to these topics should be directed to the Chief Executive Officer (CEO) Mrs. Denise Griffin by contacting General Executive Manager Mrs. Ashlin Barkdull, 760-949-2036, . You can also email her at ceo@officerteam.com. You can also mail her your complaint at Encore Education Corporation, 16955 Lemon Street #A, Hesperia CA 92345.
- **Academics, Teachers, Instructors, Grading** - Questions and concerns relating to these topics should be directed to the Dean of Academics, Mrs. Julia Dolf, 760-949-2036, , Encore Education Corporation, 16955 Lemon Street #A, Hesperia CA 92345.

EXECUTIVE (DISTRICT) INVESTIGATION – Once a complaint is filed, it will be investigated. All complaints are investigated.

- **Time Required** – Investigations take time so it is important to be patient. Anyone reporting an incident should allow no less than seven (7) business days to investigate a claim. Depending on the claim, investigations can take less or more than seven (7) business days to investigate a claim.
- **Notification** – If a person files a complaint directly to the District, they will be notified upon completion of the investigation. Anonymous complaints will be investigated and reported as logical.
- **Confidentiality** – If the investigation is protected by confidentiality laws for staff and/or students, outcomes of the investigation may be protected by law and you may not be allowed to know what the results and/or actions are coming out of the investigation.
- **Results** – If a complainant is unsatisfied with the investigation conducted at the District level, they can file a complaint directly to the Encore Board.

ENCORE EDUCATION CORPORATION BOARD COMPLAINTS –When a complainant is unsatisfied with the results from an Executive (District) based investigation, they can file a complaint directly to the Encore Education Corporation Board. Whenever there is an incident, concern, or complaint (whether you are a teacher, student, staff member, or other stakeholder) an incident report or a formal letter can be filed to the Encore Education Corporation Board. If no prior complaint was filed at the site or Executive (District) level, the Board can refer the investigation back to the site or Executive Level for service and/or investigation.

- **Filing** – To file a complaint with the Encore Education Corporation Board, send a formal letter to the Board Clerk, Ms. Ashlin Barkdull at Encore Education Corporation, 16955 Lemon Street, Hesperia, CA 92345. You can also contact her via email or contact the board directly.
- **Time Required** – Investigations take time so it is important to be patient. Anyone reporting an incident should allow no less than ten business days to investigate a claim. Depending on the claim, investigations can take less or more than ten business days.

- Notification – If a person files a complaint directly to the Board, they will be notified upon completion of the investigation. Anonymous complaints will be investigated and reported as logical.
- Confidentiality – If the investigation is protected by confidentiality laws for staff and/or students, outcomes of the investigation may be protected by law and you may not be allowed to know what the results and/or actions are coming out of the investigation.
- Results – Results stemming from the Encore Education Corporation Board are binding to the fullest extent of the law.

TITLE IX DISCRIMINATION COMPLAINT (including gender equity / sexual harassment / sexual violence)

- To file a complaint with the school, please complete and mail, email or fill out the form in the main office. If you are unable for any reason to complete this form and would like to make a verbal complaint, please call the office 760-949-2036 for an appointment. Mrs. Ashlin Barkdull is the manager for Title IX Discrimination Complaints.
- Although the school cannot commit to keeping a complaint of discrimination confidential because of the school's obligation to investigate the complaint, the school will use its best efforts not to disseminate information concerning the complaint beyond those who have a need to know.
- Please feel free to contact the office if you have any questions regarding the process for filing or investigating complaints of discrimination (including sexual harassment).

Note: A victim of discrimination or harassment is encouraged to use the school's internal complaint process. Persons believing they have been discriminated against or harassed may seek assistance from government agencies such as the federal Equal Employment Opportunity Commission, the federal Department of Labor, or Office of Civil Rights.