



**Rancho Santiago Community College District
District Council Meeting**

March 30, 2020

3:00 p.m.

Via Zoom

<https://cccconfer.zoom.us/j/209995677>

669-900-6833 / 209 995 677

Agenda

- | | |
|--|------------|
| 1. Chancellor's Update | Martinez |
| a. Coronavirus COVID-19 Response | |
| b. Delivery Method of Instruction | |
| i. Spring Semester | |
| ii. Summer Session | |
| 2. Approval of Minutes - ACTION | Martinez |
| a. March 2, 2020 Meeting | |
| 3. Reorgs - ACTION | |
| a. Reorg #1192 – DO/Safety and Security | Toledo |
| 4. Board Policies/Administrative Regulations - ACTION | |
| a. AR 7400 Travel | Hardash |
| 5. Committee Reports - INFORMATION | |
| a. Planning & Organizational Effectiveness Committee | Perez |
| b. Human Resources Committee | Green |
| c. Fiscal Resources Committee | Hardash |
| d. Physical Resources Committee | Hardash |
| e. Technology Advisory Group | Gonzalez |
| 6. Constituent Representative Reports - INFORMATION | |
| a. Academic Senate - SAC | Shahbazian |
| b. Academic Senate – SCC | DeCarbo |
| c. Classified Staff | Martin |
| d. Student Government – SAC | Cuellar |
| e. Student Government – SCC | Gallardy |

7. Other

Next Meeting: May 4, 2020



Rancho Santiago Community College District District Council Meeting

MINUTES

March 2, 2020

Members:	Marvin Martinez	Present
	Peter Hardash	Present
	Enrique Perez	Present
	Tracie Green	Present
	Linda Rose	Present
	John Hernandez	Present
	Jesse Gonzalez	Absent
	Roy Shahbazian	Present
	Michael DeCarbo	Present
	Monica Zarske	Present
	Michael Taylor	Present
	Sheryl Martin	Present
	Zina Edwards	Present
	Mary Mettler	Present
	Mariano Cuellar	Present
	Jio Gallardy	Absent
Guests:	Adam O'Connor	
	Chief Michael Toledo	
	Carri Matsumoto	
	Rudy Carrion	

Chancellor Marvin Martinez convened the meeting at 3:02 p.m.

1. Chancellor's Update

Chancellor Martinez reported that the email he sent regarding the coronavirus was to keep district employees informed and in response to the state of emergency declaration by the Orange County Supervisors. The district is monitoring and will continue to communicate about this topic.

Chancellor Martinez reminded everyone to vote Tuesday, March 3.

Chancellor Martinez also reported that he and two trustees were participating in a year-long Trustee Fellowship Program sponsored by the State Chancellor's Office. In addition, Mr. Martinez shared that the district was actively monitoring the proposed legislation to expand the offering of baccalaureate degrees by community colleges.

2. Approval of Minutes

a. **November 4, 2019 Meeting**

It was moved by Ms. Martin, seconded by Ms. Green and carried with the following vote to approve the minutes of the November 4, 2019 meeting. Yeas – Cuellar, DeCarbo, Green, Hardash, Hernandez, Martin, Perez, Rose, Shahbazian, and Taylor. Abstentions – Edwards, Mettler, Zarske

b. **January 27, 2020 Meeting**

It was moved by Dr. Hernandez, seconded by Mr. Shahbazian and carried with the following vote to approve the minutes of the January 27, 2020 meeting. Yeas – DeCarbo, Green, Hardash, Hernandez, Martin, Shahbazian and Taylor. Abstentions – Cuellar, Edwards, Mettler, Perez, Rose and Zarske.

3. Reorganizations

- a. **#1187/DO – Safety and Security** – It was moved by Mr. DeCarbo and seconded by Ms. Zarske to approve Reorg #1187. Discussion ensued about the reorg and questions from District Council members were addressed. The motion carried unanimously to approve Reorg #1187.

4. Budget

- a. **Update** – Vice Chancellor Hardash provided an update on the 2018-2019 R1 and 2019-2020 P1 information released last week. With the 2018-2019 recalculation (R1), the district can expect to receive \$4.5 million in one-time dollars. 2019-2020 P1 indicates the district should be “held harmless.” The challenge is the state doesn’t have the resources to fund all hold harmless districts, so there is a possibility the district could be in deficit of \$6.4 million. Questions from District Council members were addressed.

The Chancellor noted that RSCCD is not alone – most districts in the state are in the same situation. A districtwide discussion will need to take place on how to handle this. Mr. Martinez expressed his concern the Budget Allocation Model is limiting how this deficit can be handled because all funds go to the colleges and the district has no carry over reserves.

- b. **2020-2021 Tentative Budget Assumptions** – It was moved by Mr. Hardash and seconded by Mr. Perez to approve the 2020-2021 Tentative Budget Assumptions. It was moved by Mr. Shahbazian and seconded by Ms. Zarske to amend the first motion to approve the 2020-2021 Tentative Budget Assumptions with the deletion of III-L – Data Integrity Specialist/\$200,000.

Discussion ensued and the following statements were made:

- i. With the report of a possible budget deficit in 2020-2021, it is not prudent to add district services expenditures.
- ii. FRC at its meeting of February 19, 2020 recommended the 2020-2021 Tentative Budget Assumptions removing this position.
- iii. This position can be reconsidered at a later date when the district’s funding is clearer.

4. Budget (continued)

b. **2020-2021 Tentative Budget Assumptions** (continued)

- iv. POE unanimously endorsed the inclusion of this position at its meeting on February 26, 2020 with the understanding that the position would not be hired prior to the approval of the 2020-2021 Adopted Budget.
- v. This position has a direct impact on the district's funding to insure accurate submission of data. Accurate data is critical to ensure the district receives the most funding possible within the new funding formula.
- vi. The recommendation to add this position came after a year-long analysis by a district-wide committee with assistance from a consultant to review and analyze the integrity of the district's data.
- vii. There is no one in the district that can assume this position.
- viii. Data is critical in supporting the colleges in the launching of Guided Pathways and the colleges do not have personnel to provide this expertise. The colleges look to the district for this district-wide support.
- ix. There is no guarantee that the result of hiring this position would be offset with additional funding to the district, but without this position the district can be guaranteed to not receive all funding to which it is entitled.
- x. This position will have to go through the district process before hiring can proceed. The job description has to be approved by the Board of Trustees and the reorganization has to be approved by District Council.
- xi. The decision to not move forward with the hiring of this position can take place at any time.
- xii. It is important that the process for adding district positions as outlined in the District Planning Manual be followed.

The amended motion to approve the 2020-2021 Tentative Budget Assumptions with the deletion of III-L – Data Integrity Specialist/\$200,000 failed with the following vote: Yeas – DeCarbo, Mettler, Shahbazian, Taylor and Zarske. Nos – Edwards, Green, Hardash, Hernandez, Martin, Perez, and Rose. Abstentions – Cuellar.

The motion to approve the 2020-2021 Tentative Budget Assumptions as presented passed with the following vote: Yeas – Cuellar, DeCarbo, Edwards, Green, Hardash, Hernandez, Martin, Mettler, Perez, Rose, Taylor, and Zarske. Nos – Shahbazian.

5. Review and Update of IEPI

Mr. DeCarbo provided an update on the IEPI in which the district participated in 2017. The Planning and Organizational Effectiveness Committee (POEC) is making progress on the strategic planning and enrollment management recommendations from the visit. While the Fiscal Resources Committee (FRC) is reviewing the current Budget Allocation Model (BAM), comprehensive evaluation of the current budget allocation model taking into consideration the comments from the IEPI visit may need to be conducted.

5. Review and Update of IEPI (continued)

Discussion ensued and the following statements were made:

- i. May benefit by looking at other districts' budget allocation models.
- ii. Looking at other districts has limitations because of the differences in which services are centralized at the district and which are de-centralized at the colleges.
- iii. The operational structure to implement Guided Pathways is different from that operational structure when the current BAM was created. This should be taken into consideration in the evaluation of the current BAM.
- iv. The district should have a model that helps student achieve success by their completion of programs/certificates/degree.
- v. The BAM should be evaluated at a more comprehensive level – not just about the distribution of funds. It should be evaluated to insure it will assist in student achievement and success.

Chancellor Martinez directed the Planning and Organizational Effectiveness Committee (POEC) to form a district-wide committee with a described make-up, charge, goals and outcomes to evaluate the district's budget allocation model. Mr. Martinez asked that this be done on an accelerated schedule.

6. Board Policies/Administrative Regulations

- a. **AR 2710 Conflict of Interest** – It was moved by Mr. DeCarbo, seconded by Ms. Zarske and the motion carried unanimously to approve the revision to the AR.
- b. **AR 3821 Gift Ban Policy** – It was moved by Mr. DeCarbo, seconded by Ms. Zarske and the motion carried unanimously to approve the revision to the AR.
- c. **AR 3501 Campus Security and Access** – it was moved by Mr. Hardash and seconded by Ms. Zarske to approve the revision to the AR. Discussion ensued and questions from District Council members were addressed. Because this effort is an ever changing one, it was suggested that the “Key and Electronic Access Control Procedure” and references to this procedure be retitled as “Pilot” procedures until such time the procedure has been fine tuned to completion. Further, it was requested that an “Assessment Timeframe” be included in the procedures to insure that they will be monitored and changed as required during its implementation. The suggested changes to the AR were accepted as a friendly amendment to the motion. The motion to approve AR 3501 and friendly amendment were unanimously approved.
- d. **AR 6150 Designation of Authorized Signatures** – Mr. Hardash requested this AR be deferred for consideration at the March 30, 2020 meeting.
- e. **AR 6520 Security for District Property** – It was moved by Mr. Hardash, seconded by Ms. Zarske and the motion carried unanimously to approve the revision to the AR.

7. Committee Reports

- a. Planning and Organizational Effectiveness Committee (POEC)
Vice Chancellor Perez reported that POE met February 26, 2020 and the next meeting will be held on March 25, 2020.
- b. Human Resources Committee (HRC)
Vice Chancellor Green reported on the February 12, 2020 meeting. The next meeting will be held on March 11, 2020.
- c. Fiscal Resources Committee (FRC)
Mr. Hardash reported on the February 19, 2020 meeting. The next meeting will be held on March 18, 2020.
- d. Physical Resources Committee (PRC)
Mr. Hardash reported the next meeting will be held on March 4, 2020.
- e. Technology Advisory Group (TAG)
Vice Chair, Dr. Mary Mettler, reported TAG met on February 6, 2020 but did not meet quorum. The next meeting will be held on March 6, 2020.

8. Constituent Representative Reports

- a. Academic Senate/SAC: Mr. Shahbazian referred members to the minutes from the Academic Senate Retreat held on February 5, 2020.
- b. Academic Senate/SCC: Mr. DeCarbo alerted all of the change in Colleague and WebAdvisor and to be sure to read emails.
- c. CSEA: Ms. Martin reported that the Chancellor attended the January 21, 2020 meeting it was well attended.
- d. Student Government/SAC: Mr. Cuellar reported on the activities of the SAC ASG.
- e. Student Government/SCC: No report.

9. Next Meeting: The next meeting will be held on Monday, March 30, 2020 in the Executive Conference Room (#114).

Meeting Adjourned: 5:10 p.m.

Approved:

**RANCHO SANTIAGO COMMUNITY COLLEGE DISTRICT
REORGANIZATION REQUEST FORM**

Number # 1192-
Assigned by Human Resources

Use this form and the reorganization process to make a permanent personnel change in your program or department. If proposing a new and/or change of position, please attach a cost of position worksheet.

Site/Department/Division: District Safety and Security

Manager/Supervisor: Michael Toledo/ Peter Hardash

Position(s) affected:

CURRENT POSITION	PROPOSED POSITION
District Safety Officer (Clarke) <u>VACANT</u>	Senior District Safety Officer (armed)

Current annual salary/benefits cost \$ 90,071.78 Proposed annual salary/benefits cost \$ 104,466.88
Specify budget impact – include exact amounts or the best available estimate and the source of funding:

GENERAL FUNDS RESTRICTED FUNDS

Source of funding (account numbers): 11-0000-677000-54166-2130 86.2% / 12-3610-695000-54166-2130 13.8%
(Attach necessary budget change forms)

Reason for reorganization:

Eliminate one vacant district safety officer (unarmed) and add one senior district safety officer (armed). The added armed officer will have the ability to respond at a higher level and appropriately neutralize a threat of targeted violence or other dangerous incident. This position allows District Safety to add supervisory support on campus, which is essential for the safety of students, staff, and visitors. It will provide armed coverage on weekends and a second officer at CEC Tuesday through Thursday. Additionally, the influx of non-students on campus at all hours create an immediate need. Funding will be offset by daily parking revenues.

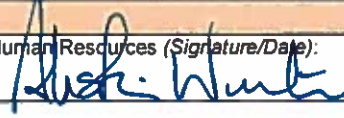
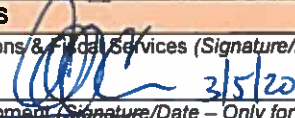

Will there be duties and/or responsibilities that will no longer be performed/required in this department/division?

No Yes If yes, please explain below.

Does this change affect more than one department/division? No Yes If yes, please explain below.

Please note: You are required to attach both current and proposed organization charts (highlighting all positions affected, both current and proposed) with this form.

Submitted by (District Cabinet Member):  Date: 3/3/20

SIGNATURES AND/OR REVIEW DATES	
Human Resources (Signature/Date): <u> 3/4/2020</u>	Business Operations & Fiscal Services (Signature/Date): <u> 3/5/20</u>
	Resource Development (Signature/Date – Only for Restricted Funds)
COLLEGE POSITIONS	DISTRICT POSITIONS
President's Council Approval (Signature/Date):	Chancellor's Cabinet Approval (Signature/Date): <u> 3/11/2020</u>
Chancellor's Cabinet Approval (Signature/Date):	Chancellor's Council Approval (Signature/Date):
CSEA (Signature/Date):	CSEA (Signature/Date):



COST BREAKDOWN FOR DSO TO Sr. DSO REORGANIZATION

Funding for the new Senior District Safety Officer will primarily come from the reorganization of a vacant District Safety Officer (unarmed) position. The remaining salary for the proposed new Senior District Safety Officer (armed) will be funded from an account in fund 12. The salary for the proposed new position will be split between accounts 11-0000-677000-54166-2130 @ 86.2% and 12-3610-695000-54166-2130 @ 13.8%.

Proposed Position: **\$104,466.88**
Vacancy-(Clarke) **(\$90,071.78)**

Amount Short **(\$14,395.10)**
(Funding shortfall will be offset by daily parking revenues)

RSCCD 2020-2021 Cost of Position

COST OF NEW POSITION - CLASSIFIED CONTRACT

POSITION TITLE	Senior District Safety Officer		
	MONTHLY RATE	NO OF MONTHS	ANNUAL COST
Grade "13" Step "3"	\$ 8,513.695	12	\$ 62,766.24

SALARY RELATED TAX/BENEFITS	BENEFIT RATE	BENEFIT COST	
PERS	22.800%	14,310.70	
SOCIAL SECURITY	6.200%	3,891.51	
MEDICARE	1.450%	910.11	
UNEMPLOYMENT	0.050%	31.38	
WORKERS COMP	1.500%	941.49	
ACTIVE RET. INS. COST	1.100%	690.43	
TOTAL TAX & BENEFIT COST	33.100%	\$ 20,775.62	\$ 20,775.62
TOTAL SALARY & BENEFIT COST			\$ 83,541.86



FRINGE BENEFITS COST	BENEFIT RATE	BENEFIT COST	
FRINGE BENEFITS (CSEA only)		1,500.00	
SOCIAL SECURITY	6.200%	93.00	
MEDICARE	1.450%	21.75	
UNEMPLOYMENT	0.050%	0.75	
WORKERS COMP	1.500%	22.50	
ACTIVE RET. INS. COST	1.100%	16.50	
TOTAL FRINGE BENEFIT COST	10.300%	\$ 1,654.50	\$ 1,654.50

INSURANCE BENEFITS			
LIFE INSURANCE (ANNUAL OR \$50,000 minimum)			
(Annual Life Insurance X \$0.19/1000 X 12 Months)	\$ 62,766.24	143.11	
MEDICAL INSURANCE (see below)		19,127.41	
TOTAL INSURANCE COST		19,270.52	\$ 19,270.52

TOTAL COST OF POSITION	\$ 104,466.88
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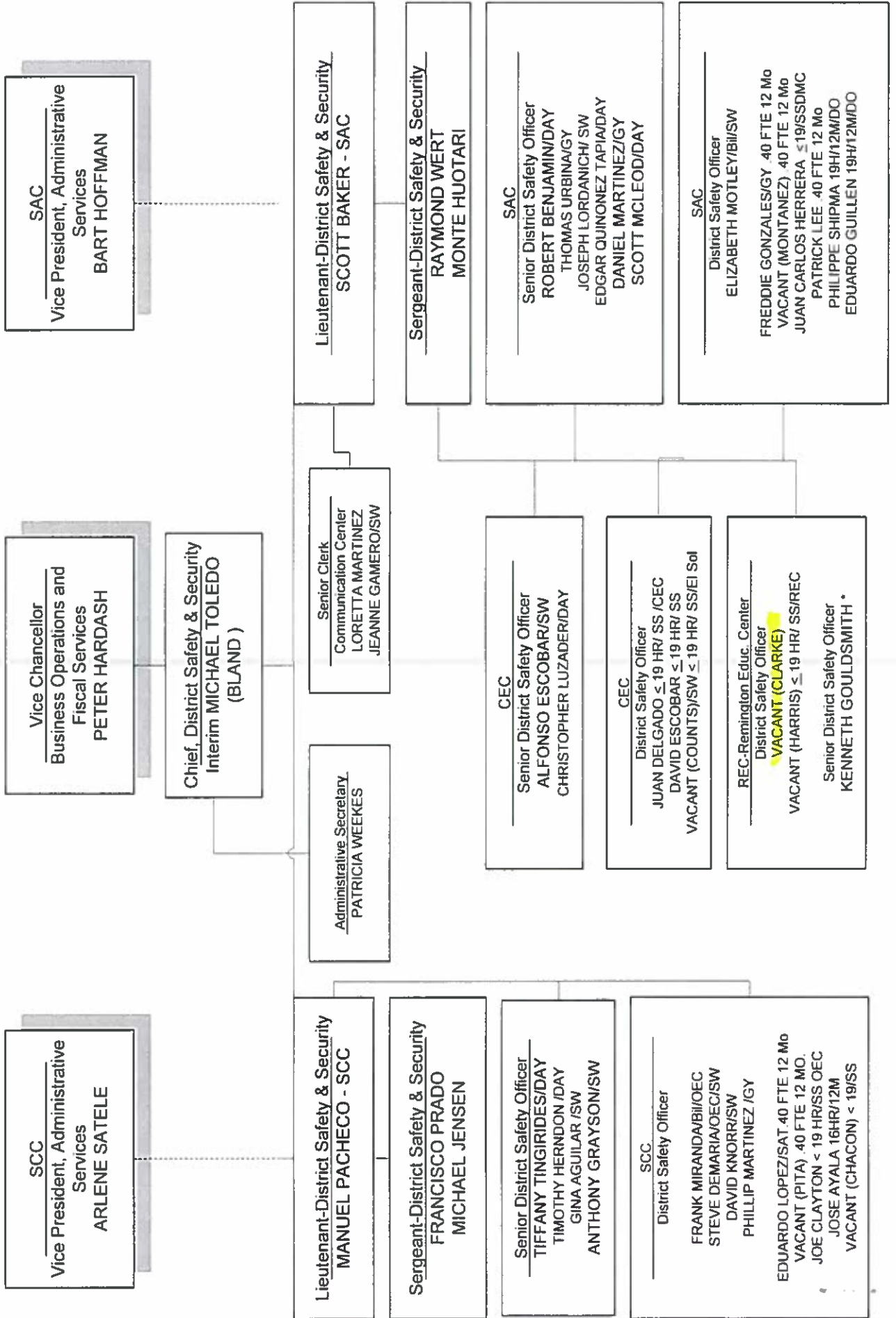
BENEFITS =	\$ 41,700.64
BENEFIT COST AS A PERCENT OF CONTRACT =	66.44%

Admn., Superv/Mang. & Conf. (including Fringe amount)	Max		
CSEA	Max		

NOTE: WHEN CALCULATING A VACANT POSITION PLEASE USE AVERAGE \$\$ FOR H&W

Rancho Santiago Community College District
**BUSINESS OPERATIONS AND FISCAL SERVICES
 SAFETY AND SECURITY**

• Y Rated



Rancho Santiago Community College District ADMINISTRATIVE REGULATION

Chapter 7 Human Resources

AR 7400 Travel

References:

Education Code Section 87032
2 Code of Federal Regulations Part 200.474

The Chancellor has designated authority for approval of travel requests to the Vice Chancellors and Presidents for employees in each of their respective areas. The travel requests may be for attendance at meetings, workshops, conferences, trainings or conventions that are within the scope of the employee's job assignment. The Chancellor must approve **in advance** all travel outside of the United States.

Employee travel will be reimbursed for actual, necessary, and reasonable expenses up to approved amounts as described in this Administrative Regulation and may be subject to additional limitations established by staff development or other funding sources.

The district retains the right to direct employees to attend relevant conventions or conferences.

Mileage:

Employees required to use their personal automobiles for travel within or outside the district to carry out their job assignments may receive reimbursement for business mileage incurred in accordance with the following guidelines:

1. Reimbursement for such business mileage shall be at the prevailing IRS standard rate.
2. All employees driving on district business shall take the most direct route possible.
3. Actual claimed business mileage driven will be reimbursed. Attach Google Maps or other similar online map printouts to support all mileage claims.
4. Employees requesting reimbursement must certify that their vehicle is covered by automobile insurance as required by district rules and regulations for Public Liability and Property damage.
5. A Mileage Reimbursement Claim form shall be filed with the District's Accounts Payable Department within 15 days following the month the mileage was incurred and only used when no other expenses are associated with the travel except related parking and tolls.
6. If any other travel-related expenses are incurred, the mileage reimbursement should be included on the Conference Request Claim form instead of using the Mileage Reimbursement Form.

Travel:

Employees authorized by the Chancellor, Vice Chancellors or Presidents to attend meetings, workshops, conferences, trainings or conventions may receive reimbursement for expenses incurred in accordance with the following guidelines:

1. A Conference Request Claim form must be completed, signed by the requestor, and required prior authorization signature obtained **before attendance** at any event. For any overnight stays within California, employees should fill out the last page of the form titled Hotel/Motel Transient Occupancy Tax Waiver to present upon check-in. Not all hotels accept the form, but when they do, it provides substantial savings to the district.
2. Allowable expenses associated with travel include only reasonable and necessary expenses: transportation, lodging, registration, meals not covered by conference registration and during the period of travel, car rentals, ground transportation (including Uber, Lyft or other rideshare transportation) fares (including gratuity not to exceed 20% of the fare), parking, mileage and other miscellaneous incidental charges such as minor supplies, postage, reproduction costs, telephone and electronic communication expenses with documentation of the business necessity.
 - a. **All** expenses should be the most economical and must be authenticated by the original itemized receipts, other than meals.
 - b. Transportation expenses must be the lowest economical and class roundtrip airfare using only commercial carriers for travel, or mileage not to exceed lowest economical roundtrip airfare, unless specifically approved **in advance** by the Chancellor, Vice Chancellor or President with documentation of the business necessity.
 - c. As each airline's options differ and are continuously changing, employees shall confirm that the fare booked is the particular airline's lowest economical fare. The district will not cover additional fees such as extra legroom, early check-in fees, exit row upgrades, additional baggage fees over a single checked bag plus a single carry-on bag if applicable, or any other upgraded or additional costs. Any upgraded or additional costs are personal expenses and will not be reimbursed.
 - d. If traveling with supplies, equipment or other heavy materials required for participation in the conference or event, employees should consider the cost of other courier or shipping methods to determine if it is less costly than checking additional bags (Purchasing Services department can assist with these options). In either case, documentation of the business necessity for this additional cost is required.
 - e. No reimbursements shall be made for tips/gratuities other than as noted in this Administrative Regulation, trip insurance, valet parking, personal expenses including telephone calls and entertainment expenses, or the purchase of alcoholic beverages.
 - f. Car rentals must be booked based on the most economical class of vehicle for the number of people traveling together. The District will not reimburse for premium or luxury vehicles or any other upgrades or additional costs.
 - g. Lodging for conferences within 50 miles of the District Office or College site is **not allowable** unless specifically approved **in advance** by the Chancellor, Vice Chancellor or President with documentation of the business necessity.
 - h. Lodging expenses are reimbursed for the actual dates of the approved conference. The night before or the night the conference ends may be

reimbursed if specifically approved **in advance** by the Chancellor, Vice Chancellor or President with documentation of the business necessity.

- i. The district shall not pay for lodging that exceeds the published standard single occupancy room rate for conferences. Most conferences offer a block of rooms at a reduced rate to those who book early, it is recommended that employees plan accordingly to book at the lower rates. Employees should also ask if a government rate is available and less expensive.
 - j. The district does not allow business lodging booked from vacation rental companies such as Airbnb, VRBO, etc.
3. Travel advances may be requested for the following:
- a. Transportation, registration, and lodging payable directly to the third party vendor can be paid in full.
 - b. Cash advances to the employee may be requested only for costs that will be incurred **prior** to travel, and are limited to 75% of the total approved estimated expenses, including any expenses paid directly to vendors. Other costs that will be incurred during travel will be reimbursed upon return.
 - c. Travel advances will not be authorized for any employee whose expenses will be reimbursed by outside funding or for any employee who has not reconciled prior travel advances with the district.
 - d. Air travel and lodging expenses are typically arranged on the Internet and charged to the employee's credit card. As an alternative employees may book through the District's authorized travel agency (For more information, see the FAQs on the Accounts Payable website). Booking through the travel agency will increase the total amount by at least \$35 per transaction, the travel agency service fee.
 - e. The district shall not contract with a travel agency owned or partially owned by an employee or a relative of an employee of the district. Further, the district shall not contract with an employee of a travel agency who is also an employee or a relative of an employee of the district.
 - f. Prepayments or advances for conferences paid with grant or categorical funds is not allowable when the payment and conference dates cross fiscal years without documentation of the specific authorization by the grant.
 - g. If using the District's authorized travel agency to book air travel, please submit a purchase requisition in Colleague for the air travel and submit a scanned **copy** of your approved Conference Request Claim form to the District's Purchasing Services Department via email to purchasing@rscdd.edu.
 - h. For all other travel/cash advances, a purchase requisition is not needed. Please submit one (1) **copy** of your approved Conference Request Claim Form to the District's Accounts Payable Department via interoffice mail. Include a copy of the conference agenda. Also include the invoice if requesting a travel advance payable directly to a third party vendor. If requesting a cash advance, include all travel confirmations/documentation that equals the total estimated expenses.
 - i. Travel advances must be submitted 15 business days in advance to allow time for processing.

4. In accordance with IRS Publication 463, meal allowances are applicable only when travel requires absence from home or the district overnight during a usual and customary meal period. Meal allowances will not be provided for conferences or meetings where no overnight stay occurs.

All meals for which expenses are actually incurred shall be paid at the per diem rate per meal using the current single low-level IRS rate. For fractional parts of a day that do not require overnight travel, the appropriate meal expenses shall be reimbursed.

- a. The intent of travel meal reimbursement is to cover the incremental expense of having to eat out and not having the ability to eat at home. It is not intended to cover the entire cost of the meal.
 - b. When the cost of meals is included in a registration fee, separate reimbursement for the covered meals is **not allowed**. If the employee decides to purchase a meal instead of the included meal, this is a personal expense and will not be reimbursed.
 - c. No receipts are required for meal reimbursement. The District instead will reimburse employees using the IRS per diem rates as noted above.
5. Within fifteen (15) business days of returning from travel, the original Conference Request/Claim form must be reviewed and approved by the Immediate Management Supervisor to account for all expenses, and submitted via interoffice mail to the District's Accounts Payable Department
 - a. A claim form should include a check payable to RSCCD if the amount of expenses claimed are less than the amount advanced to the employee and should be submitted to the District's Accounts Payable Department within fifteen (15) business days from returning.
 - b. The claims for reimbursement **must include** original itemized receipts for **all** expenses incurred by the employee (except meals) including registration, transportation, lodging, car rental, airport/hotel parking, etc., along with a copy of the conference agenda and memo of explanation for miscellaneous expenses or any exceptions explaining the business necessity with the Immediate Management Supervisor approval.
 - c. Only allowable expenditures up to the amount authorized will be reimbursed.

Responsible Manager: Assistant Vice Chancellor of Fiscal Services

Revised: February 16, 2016
Revised: October 3, 2016
References Updated: November 7, 2016
Revised: July 10, 2017
Revised: April 1, 2019
Revised: xxxxxxx, 2020