



**LOS RIOS CLASSIFIED EMPLOYEES ASSOCIATION (LRCEA)**  
**Board of Trustees Memorandum**

**Date:** April 8<sup>th</sup> 2026

**To:** Los Rios Community College District Board of Trustees

**From:** Jake Hughins, President, LRCEA

**Subject:** Printing and Graphic Job Study – Status Update and Outstanding Issues

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**Purpose**

This memorandum provides a status update regarding the Printing and Graphic Job Study conducted pursuant to Article 15.3 of the Collective Bargaining Agreement, including areas of agreement, outstanding issues, and timeline considerations.

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**Background**

The Printing and Graphic job family classification review represents a periodic evaluation of job descriptions, duties, and salary placement. This classification family was last reviewed approximately sixteen (16) years ago.

The current review process has extended beyond two (2) years in duration. By comparison, similar family class reviews are typically completed within approximately four (4) to six (6) months.

Throughout this process, LRCEA has participated in the Joint Job Classification Review Committee and engaged with District representatives, including Human Resources leadership, to advance the review consistent with Article 15.3.

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**Areas of Agreement**

The parties have reached agreement on several components of this job study:

- **Graphic Designer Classification**
  - Updated job descriptions
  - Salary adjustments (approximately 9.2%)
  
- **Sign Shop Operator Classification**
  - Creation of a new classification
  - Salary placement aligned with assigned duties

These items reflect mutual agreement between LRCEA and the District and are ready for Board consideration.

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## Outstanding Issue

The remaining issue involves the appropriate compensation relationship between:

- **Printing Services Operator (journey-level)**
- **Senior Printing Services Operator (lead-level)**

LRCEA has proposed a **four-range-step differential (approximately 9.2%)**, based on:

- the District's established salary step structure (2.3% per range step)
- the operational and supervisory distinctions between the classifications
- the need to maintain internal consistency within the salary schedule

The District has proposed a smaller differential.

Despite multiple discussions and exchanges with District representatives, including Human Resources Director Kate Sampson, the parties have not reached agreement. LRCEA has declared impasse pursuant to Article 15.3.10 and has filed with PERB. Mediation is scheduled to begin within approximately three (3) weeks.

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## Process Considerations

LRCEA notes the following considerations for the Board:

### 1. Duration of Review

- This review has significantly exceeded the typical timeframe for classification studies.
- Periods of delay occurred during the process, including extended intervals where requests to schedule committee meetings with the District's Human Resources office, led by Director Kate Sampson, were not responded to in a timely manner (see Appendix A).

### 2. Partial Implementation of Agreed Items

- LRCEA has requested that agreed-upon items be advanced independently for Board approval.
- This approach is consistent with past practice, where individual classifications and salary placements have been approved outside of broader job family reviews.

### 3. Past Practice Examples

- Benefits Specialist classification updates
- IT Specialist series job description revisions

- Creation of the Facilities Administrative Technician II classification

These examples demonstrate that agreed-upon classification changes can be implemented independently when appropriate.

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### **LRCEA Position**

LRCEA supports:

- Moving forward with **agreed-upon classifications immediately** to ensure timely implementation for affected employees
- Continuing to address the remaining issue through the impasse and mediation process

LRCEA believes that unresolved issues within a single classification should not delay implementation of items where agreement has already been reached.

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### **Conclusion**

LRCEA remains committed to working collaboratively with the District to resolve outstanding issues. At the same time, timely implementation of agreed-upon changes is important to maintain consistency, equity, and confidence in the classification review process.

We appreciate the Board's consideration of this matter.

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### **Submitted by:**

Jake Hughins  
President, LRCEA

## Appendix A – Communication Timeline Summary

### Printing and Graphic Job Study

#### Purpose:

This appendix documents communication efforts between LRCEA and the Los Rios Community College District regarding scheduling and advancing the Printing and Graphic Job Study, including correspondence with the District's Human Resources office under the direction of Human Resources Director Kate Sampson.

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#### Summary of Key Intervals:

- **March 17, 2025:** Initial follow-up communication regarding job study discussions and next steps
  - **May 29, 2025:** Follow-up request noting lack of response and requesting scheduling of the next committee meeting
  - **June 18, 2025:** Additional follow-up noting continued lack of response and approaching contractual timelines
  - **July 16, 2025:** Further follow-up noting over six (6) weeks without response and expressing concern regarding ongoing delays
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#### Observation:

These communications reflect extended and repeated intervals where requests to meet and advance the job study process were not responded to in a timely manner. The May, June, and July communications represent continued follow-ups to earlier outreach in March, demonstrating a pattern of delayed responses during the course of the review.

Email thread is attached below. 

# Appendix A

**From:** [Hughins, Jake](#)  
**To:** [Barnes Liguori, Kathy](#); [Sampson, Kate](#)  
**Cc:** [Kim Gillingham](#); [Burrage, Michael](#); [Lednicky, Margaret](#); [Singh, Anita](#); [Turner, Debbie](#); [Rodriguez, Mario](#)  
**Subject:** RE: LRCEA/LRCCD Job Study - Update  
**Date:** Wednesday, July 16, 2025 4:55:00 PM  
**Attachments:** [image001.png](#)

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Hello Kate,

We are going on another month with you not responding to this committee, or our emails (over 6 weeks now). These delayed communications are becoming a pattern, similar to contract negotiations emails, that I hope gets addressed soon. We now only have 6 weeks left until the next family class review is suppose to start, per the contract.

Please respond.

Thanks,  
Jake

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**From:** Hughins, Jake  
**Sent:** Wednesday, June 18, 2025 3:15 PM  
**To:** Barnes Liguori, Kathy <[BarnesK@flc.losrios.edu](mailto:BarnesK@flc.losrios.edu)>; Sampson, Kate <[SampsoK@losrios.edu](mailto:SampsoK@losrios.edu)>  
**Cc:** Kim Gillingham <[kim@grtlaw.com](mailto:kim@grtlaw.com)>; Burrage, Michael <[BurrageM@arc.losrios.edu](mailto:BurrageM@arc.losrios.edu)>; Lednicky, Margaret <[LednicM@arc.losrios.edu](mailto:LednicM@arc.losrios.edu)>; Singh, Anita <[SinghA@losrios.edu](mailto:SinghA@losrios.edu)>; Turner, Debbie <[turnerd@losrios.edu](mailto:turnerd@losrios.edu)>  
**Subject:** RE: LRCEA/LRCCD Job Study - Update

Hello Kate,

We are coming up to the end of another fiscal year. With over 120 job descriptions, family classes only being reviewed once every nine to ten years, it is very important to our members that we stick to the contract and close a family class review each year. We don't want to have to move forward with a grievance regarding this, and would like to hear back from you. We have another family class review starting before September 1<sup>st</sup> 2025, per the contract, and need to get this current review wrapped up. Please respond.

Thanks,  
Jake

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**From:** Hughins, Jake  
**Sent:** Thursday, May 29, 2025 9:29 AM  
**To:** Barnes Liguori, Kathy <[BarnesK@flc.losrios.edu](mailto:BarnesK@flc.losrios.edu)>; Sampson, Kate <[SampsoK@losrios.edu](mailto:SampsoK@losrios.edu)>  
**Cc:** Kim Gillingham <[kim@grtlaw.com](mailto:kim@grtlaw.com)>; Burrage, Michael <[BurrageM@arc.losrios.edu](mailto:BurrageM@arc.losrios.edu)>; Lednicky, Margaret <[LednicM@arc.losrios.edu](mailto:LednicM@arc.losrios.edu)>; Singh, Anita <[SinghA@losrios.edu](mailto:SinghA@losrios.edu)>; Turner, Debbie

[<turnerd@losrios.edu>](mailto:turnerd@losrios.edu)

**Subject:** RE: LRCEA/LRCCD Job Study - Update

Good morning Kate,

We have not heard from you in a while regarding this committee. Please remember family class reviews only happen once every 9 to 10 years for each family class. I understand we are in negotiations with LRCCD, and that LRCCD is still in active negotiations with SEIU, but we still need to move forward with this family class review. Your predecessor conducted family class reviews while in active negotiations, and we believe you can too.

Per your request, I sent you the information regarding comparable institutions that were accepted for past family class reviews. We have not received any communications from you since.

Please schedule our next meeting so we can wrap up this family class before the next family class review that begins in August.

Thanks,

Jake

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**From:** Barnes Liguori, Kathy <[BarnesK@frc.losrios.edu](mailto:BarnesK@frc.losrios.edu)>

**Sent:** Monday, March 17, 2025 9:23 AM

**To:** Sampson, Kate <[SampsoK@losrios.edu](mailto:SampsoK@losrios.edu)>; Hughins, Jake <[HughinJ@scc.losrios.edu](mailto:HughinJ@scc.losrios.edu)>

**Cc:** Kim Gillingham <[kim@grtlaw.com](mailto:kim@grtlaw.com)>; Burrage, Michael <[BurrageM@arc.losrios.edu](mailto:BurrageM@arc.losrios.edu)>; Lednicky, Margaret <[LednicM@arc.losrios.edu](mailto:LednicM@arc.losrios.edu)>; Singh, Anita <[SinghA@losrios.edu](mailto:SinghA@losrios.edu)>; Turner, Debbie <[turnerd@losrios.edu](mailto:turnerd@losrios.edu)>

**Subject:** RE: LRCEA/LRCCD Job Study - Update

Thank you Kate.

I would like to share my thoughts with the committee on the Graphic Designer description and if it should be changed to multiple levels.

I imagine that the scope of the individual requests are very similar across all full time Los Rios Graphic Designers. The attachment you provided from Gabe can give you an idea of what a single request might look like. That request will look similar for each Graphic Designer. The differences are seen in the breadth and depth of the required districtwide knowledge of the centralized Graphic Designers vs. the single site Graphic Designer at SCC.

Graphic Designers need to have a complete understanding of college branding, primary colors, secondary colors, logo restrictions, campus policies, Printing Services capabilities and preferences, plus so much more. The Centralized Graphic Designers must have the knowledge and experience to successfully fulfill a request from ANY site. They must know the color schemes of all sites. They must know the logo protocols and restrictions of all sites. They must know the Printing Services capabilities and preferences for all sites. They must be knowledgeable about posting guidelines for all sites. They may also be required to take on projects that require coordination across all sites simultaneously.

The SCC Graphic Designer only needs the knowledge and experience for one single college. I mean no disrespect with this statement. It is my understanding that Andrea is a great Graphic Designer. I just don't see this as equitable.

I visualize something like this:

Level 1 can be temps (like many other job series)

Level 2 can focus on only one campus/site (like SCC)

Level 3 needs to be knowledgeable of all four colleges, District, and other Los Rios enterprises.

There are my 2 cents for the day. Thank you!

### **Kathy Barnes Liguori | Printing Services Department**

Folsom Lake College | 10 College Parkway | Folsom, CA 95630

(916) 608-6650 | [barnesk@flc.losrios.edu](mailto:barnesk@flc.losrios.edu)

[flc-printing@flc.losrios.edu](mailto:flc-printing@flc.losrios.edu) | [Online Submission](#)

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**From:** Sampson, Kate <[SampsoK@losrios.edu](mailto:SampsoK@losrios.edu)>

**Sent:** Wednesday, March 5, 2025 5:41 PM

**To:** Hughins, Jake <[HughinJ@scc.losrios.edu](mailto:HughinJ@scc.losrios.edu)>

**Cc:** Kim Gillingham <[kim@grtlaw.com](mailto:kim@grtlaw.com)>; Barnes Liguori, Kathy <[BarnesK@flc.losrios.edu](mailto:BarnesK@flc.losrios.edu)>; Burrage, Michael <[BurrageM@arc.losrios.edu](mailto:BurrageM@arc.losrios.edu)>; Lednicky, Margaret <[LednicM@arc.losrios.edu](mailto:LednicM@arc.losrios.edu)>; Singh, Anita <[SinghA@losrios.edu](mailto:SinghA@losrios.edu)>; Turner, Debbie <[turnerd@losrios.edu](mailto:turnerd@losrios.edu)>

**Subject:** Fw: LRCEA/LRCCD Job Study - Update

Hi Jake,

Following up on our job study committee meeting this afternoon, I wanted to share the Graphic Designer service orders with the group and confirm that requestor/originator information appears to be provided for both SCC and the centralized designers. On the Excel spreadsheets, please see columns E and F. On the centralized data, please open the Google Sheets link and see the second tab, "# of Requests per College." I'm not sure that more specific information exists, but please let me know if you have outstanding questions.

At your convenience, I would appreciate the comparable agency information you mentioned in relation to athletic trainers.

Thank you,



**Kate Sampson**

Director of Human Resources, Classified Staff

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**From:** Sampson, Kate <[SampsoK@losrios.edu](mailto:SampsoK@losrios.edu)>

**Sent:** Friday, December 13, 2024 2:24 PM

**To:** Hughins, Jake <[HughinJ@scc.losrios.edu](mailto:HughinJ@scc.losrios.edu)>  
**Cc:** Kim Gillingham <[kim@grtlaw.com](mailto:kim@grtlaw.com)>  
**Subject:** Re: LRCEA/LRCCD Job Study - Update

Hello Jake,

Please find the attached information in response to your request for graphic artist services. The Excel files are from SCC. I will be reconvening the job study committee in January but am available in the meantime for any questions.

Thank you,  
Kate

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**From:** Balsamo, Brenda <[BALSAMB@losrios.edu](mailto:BALSAMB@losrios.edu)>  
**Sent:** Wednesday, November 27, 2024 12:44 PM  
**To:** Hughins, Jake <[HughinJ@scc.losrios.edu](mailto:HughinJ@scc.losrios.edu)>  
**Cc:** Sampson, Kate <[SampsoK@losrios.edu](mailto:SampsoK@losrios.edu)>; Bray, Carrie <[BRAYC@losrios.edu](mailto:BRAYC@losrios.edu)>; Kim Gillingham <[kim@grtlaw.com](mailto:kim@grtlaw.com)>; Burrage, Michael <[BurrageM@arc.losrios.edu](mailto:BurrageM@arc.losrios.edu)>; Lednicky, Margaret <[LednicM@arc.losrios.edu](mailto:LednicM@arc.losrios.edu)>; Singh, Anita <[SinghA@losrios.edu](mailto:SinghA@losrios.edu)>; Turner, Debbie <[turnerd@losrios.edu](mailto:turnerd@losrios.edu)>; Barnes Liguori, Kathy <[BarnesK@flc.losrios.edu](mailto:BarnesK@flc.losrios.edu)>; Santiago, Derrick <[SantiaD2@crc.losrios.edu](mailto:SantiaD2@crc.losrios.edu)>  
**Subject:** RE: LRCEA/LRCCD Job Study - Update

Hello Jake – we will need a couple more weeks to gather this information; I'm anticipating by December 13<sup>th</sup>. I'll update you if more time is needed. I assume you will want to meet after that information is available, so will check back in with you once the data is provided.

Thanks, Brenda

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**From:** Balsamo, Brenda  
**Sent:** Wednesday, November 20, 2024 10:30 AM  
**To:** Hughins, Jake <[HughinJ@scc.losrios.edu](mailto:HughinJ@scc.losrios.edu)>; Burrage, Michael <[BurrageM@arc.losrios.edu](mailto:BurrageM@arc.losrios.edu)>; Lednicky, Margaret <[LednicM@arc.losrios.edu](mailto:LednicM@arc.losrios.edu)>; Singh, Anita <[SinghA@losrios.edu](mailto:SinghA@losrios.edu)>; Turner, Debbie <[turnerd@losrios.edu](mailto:turnerd@losrios.edu)>; Barnes Liguori, Kathy <[BarnesK@flc.losrios.edu](mailto:BarnesK@flc.losrios.edu)>; Santiago, Derrick <[SantiaD2@crc.losrios.edu](mailto:SantiaD2@crc.losrios.edu)>  
**Cc:** Sampson, Kate <[SampsoK@losrios.edu](mailto:SampsoK@losrios.edu)>; Bray, Carrie <[BRAYC@losrios.edu](mailto:BRAYC@losrios.edu)>; Kim Gillingham <[kim@grtlaw.com](mailto:kim@grtlaw.com)>  
**Subject:** RE: LRCEA/LRCCD Job Study - Update

Hello Jake –

I'll work with Kate Sampson to coordinate a meeting for December. For those of you who may not be aware, Kate is our new Director of Human Resources focusing on classified professionals.

I assume your request is for Graphic Designer service tickets information. We'll work with the departments to gather your requested information.

Please let us know if Kim is joining as one of the four representatives on the Joint Job Classification Review Committee so we can be sure to include her appropriately in our meeting planning.

Thanks, Brenda

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**From:** Hughins, Jake <[HughinJ@scc.losrios.edu](mailto:HughinJ@scc.losrios.edu)>  
**Sent:** Wednesday, November 20, 2024 10:07 AM  
**To:** Balsamo, Brenda <[BALSAMB@losrios.edu](mailto:BALSAMB@losrios.edu)>; Burrage, Michael <[BurrageM@arc.losrios.edu](mailto:BurrageM@arc.losrios.edu)>; Lednicky, Margaret <[LednicM@arc.losrios.edu](mailto:LednicM@arc.losrios.edu)>; Singh, Anita <[SinghA@losrios.edu](mailto:SinghA@losrios.edu)>; Turner, Debbie <[turnerd@losrios.edu](mailto:turnerd@losrios.edu)>; Barnes Liguori, Kathy <[BarnesK@flc.losrios.edu](mailto:BarnesK@flc.losrios.edu)>; Santiago, Derrick <[SantiaD2@crc.losrios.edu](mailto:SantiaD2@crc.losrios.edu)>  
**Cc:** Sampson, Kate <[SampsoK@losrios.edu](mailto:SampsoK@losrios.edu)>; Bray, Carrie <[BRAYC@losrios.edu](mailto:BRAYC@losrios.edu)>; Kim Gillingham <[kim@grtlaw.com](mailto:kim@grtlaw.com)>  
**Subject:** RE: LRCEA/LRCCD Job Study - Update

Hello Brenda,

Thank you acknowledging the increased complexity of workloads for district wide roles (enterprise roles) vs. singular campus level roles.

I have looped in our labor rep, Kim with GRT. She was great in helping our discussions with the Athletic Trainer family class review, and will be assisting us moving forward.

Yes, please schedule our meeting to resume in December (a lot of people travel around this time of the month for Thanksgiving).

LRCEA is still requesting the following from LRCCD to support our discussions in this family class review-

- Annual total Graphic Artist service tickets for district office
  - Source/work site of ticket originator
  - Scope of work for service tickets
- Annual total Graphic Artist service tickets for Sacramento City College
  - Source/work site of ticket originator
  - Scope of work for service tickets

We are fine with using the past 3 years data for this, but if your team feels like it would be a good idea to also pull annual totals from before the pandemic that is fine too.

Please let us know if we can provide any more detail to help with this information request.

Thanks,

Jake

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**From:** Balsamo, Brenda <[BALSAMB@losrios.edu](mailto:BALSAMB@losrios.edu)>

**Sent:** Tuesday, November 19, 2024 4:48 PM

**To:** Hughins, Jake <[HughinJ@scc.losrios.edu](mailto:HughinJ@scc.losrios.edu)>; Burrage, Michael <[BurrageM@arc.losrios.edu](mailto:BurrageM@arc.losrios.edu)>; Lednicky, Margaret <[LednicM@arc.losrios.edu](mailto:LednicM@arc.losrios.edu)>; Singh, Anita <[SinghA@losrios.edu](mailto:SinghA@losrios.edu)>; Turner, Debbie <[turnerd@losrios.edu](mailto:turnerd@losrios.edu)>; Barnes Liguori, Kathy <[BarnesK@flc.losrios.edu](mailto:BarnesK@flc.losrios.edu)>; Santiago, Derrick <[SantiaD2@crc.losrios.edu](mailto:SantiaD2@crc.losrios.edu)>

**Cc:** Sampson, Kate <[SampsoK@losrios.edu](mailto:SampsoK@losrios.edu)>; Bray, Carrie <[BRAYC@losrios.edu](mailto:BRAYC@losrios.edu)>

**Subject:** RE: LRCEA/LRCCD Job Study - Update

Hello Jake –

My sincere apologies – I just realized my response was drafted but not sent.

Hello Jake,

Thank you for your feedback and our previous conversation on this job study. We'll plan for further feedback and discussion related to your findings on sign shop duties. Should I move forward with scheduling the committee to meet in the next couple weeks?

I did speak with Gabe about the situation of the centralization of the Graphic Designers to his team, minus the one outlier Graphic Designer at SCC. While we wouldn't consider number of tickets (workload), the focus would be on if the duties performed are represented in the job description.

The duties of the designers in Gabe's team may very well be assigned more complex Graphic Designer tasks than the employee at SCC. However, it's up to that supervisor/manager to assign the tasks from the job description; as we know, not everyone in similar positions have similar workloads or the same duties assigned from their job descriptions.

We can talk more about that when we meet. I look forward to seeing everyone again and working to fine tune our jds.

Thanks, Brenda

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**From:** Hughins, Jake <[HughinJ@scc.losrios.edu](mailto:HughinJ@scc.losrios.edu)>

**Sent:** Monday, November 4, 2024 2:52 PM

**To:** Balsamo, Brenda <[BALSAMB@losrios.edu](mailto:BALSAMB@losrios.edu)>; Burrage, Michael <[BurrageM@arc.losrios.edu](mailto:BurrageM@arc.losrios.edu)>; Lednicky, Margaret <[LednicM@arc.losrios.edu](mailto:LednicM@arc.losrios.edu)>; Singh, Anita <[SinghA@losrios.edu](mailto:SinghA@losrios.edu)>; Turner, Debbie

<[turnerd@losrios.edu](mailto:turnerd@losrios.edu)>; Barnes Liguori, Kathy <[BarnesK@flc.losrios.edu](mailto:BarnesK@flc.losrios.edu)>; Santiago, Derrick <[SantiaD2@crc.losrios.edu](mailto:SantiaD2@crc.losrios.edu)>

**Cc:** Sampson, Katy <[SampsoK@losrios.edu](mailto:SampsoK@losrios.edu)>; Bray, Carrie <[BRAYC@losrios.edu](mailto:BRAYC@losrios.edu)>

**Subject:** RE: LRCEA/LRCCD Job Study - Update

Hello Brenda,

You mentioned at our last meeting that your team was going to collect data regarding, service tickets. Specifically Graphic Artists service tickets from district, and from SCC.

This data was going to possibly highlight the work load complexities of district vs campus Graphic Artists requests. I believe we all agreed that the complexity of serving in an enterprise roll (serving many work sites), is significantly greater than the complexity of serving in a single site roll.

The data was to include but not limited to-

- Annual total Graphic Artist service tickets for district office
  - Source/work site of ticket originator
- Annual total Graphic Artist service tickets for Sacramento City College
  - Source/work site of ticket originator

We also spoke on the phone regarding the ARC sign shop. We have had time to visit and asses the needs of the ARC sign shop staffing, including speaking with the ARC sign shop supervisor. Per our conversation we are adjusting the different job descriptions for our next committee meeting to review (sign shop being an enterprise roll). We should have those ready by next Wednesday.

Please let us know if we can provide any more detail to support the data mining for the service tickets.

Thanks,  
Jake

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**From:** Balsamo, Brenda <[BALSAMB@losrios.edu](mailto:BALSAMB@losrios.edu)>

**Sent:** Wednesday, October 30, 2024 5:03 PM

**To:** Burrage, Michael <[BurrageM@arc.losrios.edu](mailto:BurrageM@arc.losrios.edu)>; Lednick, Margaret <[LednicM@arc.losrios.edu](mailto:LednicM@arc.losrios.edu)>; Singh, Anita <[SinghA@losrios.edu](mailto:SinghA@losrios.edu)>; Turner, Debbie <[turnerd@losrios.edu](mailto:turnerd@losrios.edu)>; Hughins, Jake <[HughinJ@scc.losrios.edu](mailto:HughinJ@scc.losrios.edu)>; Barnes Liguori, Kathy <[BarnesK@flc.losrios.edu](mailto:BarnesK@flc.losrios.edu)>; Santiago, Derrick <[SantiaD2@crc.losrios.edu](mailto:SantiaD2@crc.losrios.edu)>

**Cc:** Sampson, Katy <[SampsoK@losrios.edu](mailto:SampsoK@losrios.edu)>; Bray, Carrie <[BRAYC@losrios.edu](mailto:BRAYC@losrios.edu)>

**Subject:** LRCEA/LRCCD Job Study - Update

Good afternoon –

It's been a while since we last met – I hope you are all doing well this semester!

I wanted to take a moment to circle back with you all so that I don't lose sight of this review, especially with my retirement coming up. The last update I have is we are paused pending LRCEA

looking more in depth into a couple of the positions in this job family, with more information coming to the committee for discussion/consideration.

If there is anything I can do or research in the meantime, please let me know.

Thanks, Brenda