

Northwest Museum of Arts and Culture**Board of Trustees Meeting Agenda**

Wednesday, November 5, 2025

3:00 PM – 5:00 PM

Microsoft Teams Number: 509-703-4414**Conference ID:** 221 715 971 788

Time	Topic	Presenter	Page
3:00 PM	Call to Order: Establish Quorum	Greg Hesler, President	
3:05 PM	Action: Vote on September 10, 2025, Minutes	Christina Simonsen, Secretary	3-6
3:10 PM	President's Report	Greg Hesler, President	
3:15 PM	Open Comments	Greg Hesler, President	
3:20 PM	Finance Committee Report – P&L and Explanation of Significant Variances – Cash Flow Summary Action: Vote on Finance Report	James Vanderholm, Treasurer	7-9
3:25 PM	Director's Report – Legislative Update (Lisa Thatcher) – Feasibility Task Force – SPS Bond Measure Update (Adam Swinyard) – Café Update – AICC Update (Meeting - 11/14/25) – AAM Reaccreditation & Site Visit (11/17-11/18) – Museum Events: Gather and Glow at the MAC – MAC Travel Program (Vienna 2026) – Strategic Plan Update (Packet) Action: Vote on Strategic Plan	Wes Jessup, Executive Director	10-26
3:40 PM	Foundation Report – Transfer of Gifts Resolution Action: Vote on Transfer of Gifts Resolution	Greer Bacon, Foundation Representative	27
3:45 PM	Collections / Exhibitions Report – Collection Deaccession Update Action: Vote on Collection Deaccession Objects	Steve Duvoisin, Trustee	28-34
3:55 PM	Governance Committee Report – Trustee Candidates – 2026 BOT Meeting Schedule Action: Vote on Trustee Candidates, and 2026 BOT Meeting Schedule	Christina Simonsen, Secretary	35-36

Northwest Museum of Arts and Culture

Board of Trustees Meeting Agenda

Wednesday, November 5, 2025

3:00 PM – 5:00 PM

4:05 PM	Policies Committee Report – HR 401 Outside Employment (1st read) – HR 402 Layoff Policy (1st read) – HR 403 Layoff WMS (1st read) – HR 407 Flexible Work Schedule (1st read)	Jason Brown, Trustee	37-60
4:15 PM	Development Committee Report	Pati Dahmen, Trustee	
4:20 PM	Education Committee Report	Michael Dunn, Trustee	
4:25 PM	MAC MAC Report	Dee Boyle, Trustee	
4:30 PM	Discussion / Overflow / Q&A		
5:00 PM	Adjourn		

Next Board Meeting:

Wednesday, January 7, 2026

3:00 PM – 5:00 PM

Northwest Museum of Arts and Culture

Board of Trustees Meeting Minutes

Wednesday, September 9, 2025

Roll Call/Attendance

Trustees Present:

Greg Hesler (President), Christina Simonsen (Secretary), Dr. Sharon Cathcart, Jason Brown, Dr. Shari McMahan, Michael Dunn, Pati Dahmen, Adam Swinyard, Michael Dunn, Steve Duvoisin, Suzanne Ostersmith, Jonathan Girvin, Rose Noble

Trustees Present (Online via Teams):

James Vanderholm (Treasurer), Brooke Hawley, Gayle Terry

Trustees Absent:

Dr. Laurie Arnold, Tim Mitrovich

Staff Present:

Wes Jessup (Executive Director), Anna Bresnahan (Chief Development Officer), Francis Langston (Chief Finance Officer), Renee Webber (Chief Operating Officer), Kayla Tackett (Director of Exhibitions and Collections), Ellen Postlewait (Curator of History and Campbell House), Marit Fischer (Chief Marketing Officer), Carol Summers (Director of Special Projects – Online via Teams), Amanda Souza (Membership, Donor Services, and Database Manager), Tess Carlson (Executive Assistant)

Others Present:

Greer Bacon (MAC Foundation President), Barbie Downing (Project Manager, DES WA GOV)

Meeting Called to Order

With a quorum present, the meeting was called to order at 3:00 PM by Mr. Hesler. Mr. Hesler welcomed the group and informed everyone that the action items on the agenda would be addressed first as some board members need to leave early.

Action: Approval of Minutes

The minutes from the board meeting held on July 9, 2025, were reviewed. A motion to correct the minutes on page 1, line 2, where Pati Dahmen is listed as present needs to be removed as Pati Dahmen was not in attendance at the July 9, 2025, meeting.

Decision: The motion to approve the meeting minutes with correction was moved by Mr. Girvin and seconded by Mr. Dunn. Approved as presented with correction. One abstaining vote, Mrs. Ostersmith, was not present when the minutes were originally approved.

Action: Vote on Mineral Kingdom, Shining Armor, and Lavadour Exhibition Contracts

Mr. Jessup led a discussion about upcoming exhibition shows requiring contract approval.

Northwest Museum of Arts and Culture

Board of Trustees Meeting Minutes

Wednesday, September 9, 2025

Decision: The motion to approve was moved by Ms. Noble and seconded by Mrs. Ostersmith.

Policies Committee Report:

Mr. Vanderholm presented GOV 103 – Ethics (2nd read), HR 103 – Sexual Harassment (1st read), HR 106 – Respectful Work Environment (1st read) policies for approval. Mr. Dunn moved to approve and was seconded by Mr. Duvoisin.

Action: Vote on Policies Committee Report

Decision: The motion to approve GOV 103 – Ethics was moved by Mr. Dunn and seconded by Mr. Duvoisin. The motion to approve HR 103 - Sexual Harassment, and HR 106 – Respectful Work Environment for a second read was moved by Mr. Duvoisin and seconded by Ms. Noble.

Governance Committee Report:

Board Secretary, Ms. Simonsen, presented the Governance Committee Report and presented a new trustee candidate, Chris Wood, VP of Operations at Skywalker Holdings, to be approved by the board.

Action: Vote on New Board Candidate

Decision: The motion to approve Chris Wood as a new MAC Trustee was presented by Mr. Brown and seconded by Mr. Duvoisin. The motion was approved unanimously.

Mr. Hesler introduced Adam Swinyard to present an update on the SPS Bond Measure and community engagement. Mr. Swinyard thanked all partners for distributing information to the community and informed the board of the bipartisan support for the initiative, and the many positive comments about public entities working together. Mr. Jessup reminded the group that as a state agency the organization cannot tell the public how to vote, only to provide information and encourage voter participation.

Reports and Updates

President's Report:

Mr. Hesler recounted the Legacy Society Luncheon event held on Monday, September 8, 2025, a gathering to thank museum donors that have committed to putting the MAC in their estate plans.

Open Comments:

No open comments.

Northwest Museum of Arts and Culture

Board of Trustees Meeting Minutes

Wednesday, September 9, 2025

Director's Reports:

Executive Director, Mr. Jessup, introduced Barbie Downing, the Project Manager from the Department of Enterprise Services from Washington State, who assists the MAC with all State capital projects and contracts. Ms. Downing reviewed the current Pre-Design process, providing an overview of the five in-person design firm interviews and scoring system. Next steps focused on finalizing contracting and proposal requirements before contract approval. Mr. Jessup thanked Ms. Downing for her explanations and reminded the group that the main driving force behind the project is the potential to display more of the MAC's permanent collections.

Mr. Jessup outlined the recent legislative budget requests for database maintenance and Tribal Liaison funding submitted to the Office of the Governor of Washington State.

Mr. Jessup provided an update about the MAC Café space and its new potential vendor who is excited at the prospect of expanding the community space to the admissions level. A proposed timeline for opening is Thanksgiving of 2025. Mr. Givin of First Avenue Coffee is positioned to provide coffee, pastries, and sandwiches.

Mr. Jessup reviewed the upcoming Gather and Glow Holiday Celebration scheduled for Saturday, November 29, 2025, from 4:00 PM to 6:00 PM and invited trustees to volunteer at the event and assist in serving cider and hot cocoa.

Collections Committee Update:

Mrs. Tackett, Director of Exhibitions and Collections, presented a collections update introducing three traveling exhibitions *Dancing with Life: Mexican Masks*, *Joe Feddersen: Earth, Water, Sky*, and *Franks S. Matsura: Portraits from the Borderland*, which are scheduled to open on Saturday, September 27, 2025.

Mrs. Tackett spoke about the MAC's new collections hire, Deaccession Specialist, Jessie Sullivan, who is currently conducting some investigative work with corresponding objects. Mrs. Tackett informed the board that deaccessions will be presented to the board in future meetings.

Mrs. Tackett introduced the Curator of History and Campbell House, Ellen Postlewait, to present The Davenport Legacy exhibition scheduled for opening on Saturday, October 18, 2025. Ms. Postlewait presented photos and objects about the history of the Davenport Hotel and its importance to the Spokane region. The exhibitions, *Checking in at the Davenport*, and *Elegance and Ambition* will be shown in two gallery spaces. Ms. Postlewait noted that the *Elegance and Ambition* exhibition will have a catalog publication available for sale in the museum store as well as at the Davenport Hotel and other local resellers. Mr. Jessup informed the board that the Davenport Exhibition VIP Reception was scheduled for Friday, October 17, 2025, and encouraged all board members to attend.

Northwest Museum of Arts and Culture

Board of Trustees Meeting Minutes

Wednesday, September 9, 2025

MAC MAC Update:

With Trustee, Ms. Boyle, unable to attend, Ms. Fischer, Chief Marketing Officer, delivered the MAC MAC Report update on her behalf. Ms. Fischer updated the board on the successful summer concert series, Curators of Sound, and the attendance of over 450 people. Ms. Fischer reviewed the budget for the program, netting about \$14,000, which was split 50/50 with Curators of Sound, giving the MAC over \$6,500 concluding the program above the expected budget.

Development Report:

Ms. Dahmen announced that the 2026 Gala will be held at The Davenport and shared the committee's discussions about future fundraising opportunities and events. Ms. Cathcart asked about the date of the Gala and Mrs. Bresnahan informed the board that the date for the Gala, anticipated for March 2026, will be announced by the next board meeting in November.

Foundation Report:

Foundation Representative, Ms. Bacon, presented the Foundation Report and discussed the American Indian Collection Fund, which is designed to provide general support to the American Indian Collection. Ms. Bacon reviewed the constraints of the fund and the necessity of holding true to the original intentions of the fund established by Bob and Jean Kendall of the Center of Plateau Studies which is to provide for a collection curator but can only be utilized if it is fully funded. Ms. Bacon shared that the annual distribution of the fund is 5%, for a \$200,000 fund. The Foundation is currently discussing the possibility of petitioning to amend the original fund requirements.

Adjournment:

With no other business to report, the meeting was adjourned at 4:34pm by Mr. Hesler. The next meeting is scheduled for Wednesday, November 5, 2025, at 3:00 PM – 5:00 PM.

Prepared By:

Amanda Souza, Membership, Donor Services, and Database Manager – September 9, 2025

Reviewed and Approved By:

Tess Carlson, Executive Assistant – October 24, 2025

Wesley Jessup, Executive Director – October 29, 2025

Christina Simonsen, Secretary – October 29, 2025

Explanation of Significant P&L Variances

For the Month Ending 9/30/2025

Appropriated Fund Section

Salary/Wages/Benefits, FYTD Variance \$26,865: Two newer employees reclassified as state employees after they were paid with local funds.

Insurance, FYD Variance \$26,130: Insurance payment timing issue.

Purchased Services, FYTD Variance \$-10,100: Maintenance and repairs (-\$25K) exceeded budget in August, offset partially by supplies (\$10K) and employee training (\$5.8K).

Local Fund Section

Fundraising Events, FTYD Variance -\$165,374: Transfers of event funds to our main checking account proceeded as budgeted; however, the state accrued these funds to last fiscal year.

Memberships, FYTD Variance \$21,356: Memberships running 47% ahead of schedule thus far this fiscal year.

Other Revenues, FYTD Variance \$19,668: Merchandise sales (\$17.4K) doing much better than projected.

Contributions & Grants, FYTD Variance \$-325,657: We planned to draw these funds from our restricted funds, but haven't needed to draw these as heavily as we had expected.

Salaries/Wages/Benefits, FYTD Variance \$17,101: Development officer and Development Events Coordinator positions were not filled when budgeted. Development Officer was filled in late September. This is a permanent savings.

Purchased Goods & Services FYTD Variance \$70,473: Variances were predominantly for Professional Service Contracts (\$23K), Other Contractual Services (\$19K) and for Other Goods and services (\$25K).

Travel, FYTD Variance \$30,269: We were able to cut our travel in response to the Governors call for reduction in travel expenses to help reduce the state's budgetary deficit.

Eastern Washington State Historical Society

Income Statement
For the month ending 9/30/2025

Appropriated Funds Summary

Revenue	Current Mo. Actual	Current Mo. Planned	Variance	Fiscal YTD Actual	Fiscal YTD Planned	Variance	Full Year Budget*
Total Revenue	0	0		0	0	0	0
Operating Expenses	Current Mo. Actual	Current Mo. Planned	Variance	Fiscal YTD Actual	Fiscal YTD Planned	Variance	Full Year Budget
Salary/Wages/Benefits:	239,256	249,594	10,338	719,708	746,573	26,865	3,003,663
Utilities & Communications:	23,335	25,825	2,490	73,106	77,495	4,389	309,980
Insurance	219	247	28	151,179	177,309	26,130	178,087
Purchased Services	97,054	88,913	(8,141)	280,748	270,648	(10,100)	1,147,549
Travel	2,661	2,403	(258)	8,513	7,173	(1,340)	40,578
JA, JB, JC, JM, Museum Collections	0	1,250	1,250	11,006	8,750	(2,256)	25,143
Total Operating Expenses	362,525	368,232	5,707	1,244,260	1,287,948	43,688	4,705,000
Net Income	Current Mo. Actual	Current Mo. Planned	Variance	Fiscal YTD Actual	Fiscal YTD Planned	Variance	Full Year Budget
TOTAL Net Income, Appropriations	(362,525)	(368,232)	5,707	(1,244,260)	(1,287,948)	43,688	(4,705,000)

Local Fund Summary

Revenue	Current Mo. Actual	Current Mo. Planned	Variance	Fiscal YTD Actual	Fiscal YTD Planned	Variance	Full Year Budget
04/20/000020 Admissions	18,081	19,246	(1,165)	66,835	69,667	(2,832)	413,032
04/20/000021 Fundraising Events	0	4,000	(4,000)	41,422	206,796	(165,374)	398,160
04/20/0000070 Memberships	17,655	15,000	2,655	66,356	45,000	21,356	222,500
Other Revenues	27,882	32,086	(4,204)	95,304	75,636	19,668	671,972
Contributions & Grants Received in the Museum	51,808	135,000	(83,192)	97,846	423,503	(325,657)	2,117,997
Total Revenue	97,771	190,332	(92,561)	301,407	775,602	(474,195)	3,601,161
Operating Expenses	Current Mo. Actual	Current Mo. Planned	Variance	Fiscal YTD Actual	Fiscal YTD Planned	Variance	Full Year Budget
Salary/Wages/Benefits:	143,159	154,921	11,762	416,076	433,177	17,101	1,889,480
Communications & Utilities	2,095	4,815	2,720	8,872	5,845	(3,027)	24,130
Purchased Goods and Services	73,762	110,295	36,533	270,045	340,518	70,473	1,533,678
Travel	990	23,520	22,530	1,166	31,435	30,269	96,318
Equipment & Furnishings (JA/JB/JC/JM)	0	0	0	2,209	0	(2,209)	4,500
Total Expenses	220,006	293,551	73,545	698,368	810,975	112,607	3,548,106
Net Income	Current Mo. Actual	Current Mo. Planned	Variance	Fiscal YTD Actual	Fiscal YTD Planned	Variance	Full Year Budget
TOTAL Net Income, Local Funds	(122,235)	(103,219)	(19,016)	(396,961)	(35,373)	(361,588)	53,055

For the Board's Information:	Current Mo. Actual (New)	Current Mo. Planned	Variance	Balance Available
Contributions & Grants Restricted Acct	35,474	8,000	27,474	549,874
Endowment Distributions - Foundation - Restricted*	0	0	0	87,747
Endowment Distributions - Foundation - Unrestricted*	0	0	0	167,519

* These funds have not yet been recognized by the Museum, and thus do not show up on financial reports generated by the State financial system.

Cash Flow Projections (Local funds only)

Eastern Washington State Historical Society

FY 2026

As of 09/30/2025

Bank Balances, Beginning of Month:

Main Bank Acct, Beginning Balance:				\$ 106,474	\$ 223,131	\$ 423,638	\$ 112,301	\$ 105,843	\$ 121,816	\$ 209,810	\$ 164,449	\$ 165,397	\$ 210,353	\$ 167,664	\$ 153,982	\$ 231,266	
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Revenues:

Admissions	\$ 69,667	\$ 66,835	\$ (2,832)	\$ 23,465	\$ 25,289	\$ 19,246	\$ 18,081	\$ 22,746	\$ 21,666	\$ 35,096	\$ 19,984	\$ 48,374	\$ 43,206	\$ 41,517	\$ 43,034	\$ 67,742	\$ 410,200
Store Sales	\$ 30,675	\$ 48,773	\$ 18,098	\$ 15,733	\$ 18,832	\$ 8,685	\$ 14,208	\$ 9,715	\$ 12,290	\$ 18,966	\$ 8,027	\$ 18,921	\$ 16,710	\$ 15,917	\$ 16,717	\$ 11,597	\$ 177,633
Art Source Net Revenues	\$ 9,000	\$ 4,760	\$ (4,240)	\$ 4,130	\$ 1,959	\$ 3,000	\$ (1,329)	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 31,760
Café Sales	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sales of Publications & Documents (Archives, etc)	\$ 1,650	\$ 918	\$ (732)	\$ 246	\$ 117	\$ 550	\$ 555	\$ 550	\$ 650	\$ 650	\$ 650	\$ 650	\$ 750	\$ 750	\$ 750	\$ 750	\$ 7,068
Tuition (Incl School Visits, adult ed, VTS, summer camps)	\$ 16,811	\$ 32,622	\$ 15,811	\$ 11,050	\$ 8,996	\$ 6,351	\$ 12,576	\$ 9,345	\$ 2,930	\$ 4,655	\$ 3,555	\$ 4,245	\$ 9,495	\$ 8,076	\$ 32,545	\$ 6,155	\$ 113,623
Event Rental Fees	\$ 11,600	\$ 6,154	\$ (5,446)	\$ 1,700	\$ 3,130	\$ 4,000	\$ 1,324	\$ 6,000	\$ 3,000	\$ 5,900	\$ 3,440	\$ 3,500	\$ 5,000	\$ 4,000	\$ 3,560	\$ 4,000	\$ 44,554
Events funds moved to main bank acct	\$ 184,596	\$ 154,706	\$ (29,890)	\$ 154,706	\$ -	\$ -	\$ -	\$ -	\$ 2,000	\$ 2,000	\$ -	\$ 5,000	\$ -	\$ 120,000	\$ -	\$ 75,000	\$ 358,706
Memberships	\$ 45,000	\$ 66,355	\$ 21,355	\$ 30,550	\$ 18,150	\$ 15,000	\$ 17,655	\$ 20,000	\$ 25,000	\$ 30,000	\$ 15,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 15,000	\$ 12,500	\$ 243,855
Corporate Memberships	\$ 6,000	\$ -	\$ (6,000)	\$ -	\$ -	\$ 2,000	\$ -	\$ 2,000	\$ 3,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 19,000
Donor Trips	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,312	\$ 4,035	\$ 81,678	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 111,025
Traveling Exhibitions	\$ 11,500	\$ -	\$ (11,500)	\$ -	\$ -	\$ 11,500	\$ -	\$ 29,500	\$ 2,000	\$ -	\$ 5,000	\$ 4,500	\$ -	\$ 2,000	\$ 5,000	\$ -	\$ 48,000
Other Revenues	\$ 40,600	\$ 399	\$ (40,201)	\$ 266	\$ 229	\$ -	\$ (96)	\$ -	\$ 1,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 83,500	\$ 85,099
Unrestricted Contrib/Grants	\$ 30,000	\$ 151,469	\$ 121,469	\$ 24,040	\$ 9,253	\$ 20,000	\$ 118,176	\$ 25,000	\$ 25,000	\$ 40,625	\$ 25,000	\$ 25,000	\$ 15,000	\$ 10,000	\$ 5,000	\$ 5,000	\$ 327,094
Restricted Contrib/Grants moved to Main Acct	\$ 512,317	\$ 390,817	\$ (121,500)	\$ 182,475	\$ 6,000	\$ 115,000	\$ 202,342	\$ 170,000	\$ 100,000	\$ 114,997	\$ 139,286	\$ 169,286	\$ 139,286	\$ 154,286	\$ 139,286	\$ 59,954	\$ 1,577,198
Restricted Endowment Distributions	\$ 13,753	\$ 24,185	\$ 10,432	\$ -	\$ 24,185	\$ -	\$ -	\$ -	\$ 90,798	\$ -	\$ -	\$ 13,753	\$ -	\$ -	\$ 23,318	\$ -	\$ 152,053
Unrestricted Endowment Distributions	\$ 56,750	\$ -	\$ (56,750)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 56,750	\$ -	\$ -	\$ 56,750	\$ -	\$ -	\$ 56,750	\$ -	\$ 170,250
State reimb to local for state expenses paid w/local funds	\$ -	\$ -	\$ -														\$ -
Other Cleared (Uncleared) Deposits	\$ -	\$ (35,014)	\$ (35,014)	\$ 40,698	\$ 10,466		\$ (86,178)										\$ (35,014)
Local Revenues on Cash Flow Basis:	\$ 1,039,919	\$ 912,979	\$ (126,940)	\$ 489,059	\$ 126,606	\$ 205,332	\$ 297,314	\$ 297,856	\$ 374,596	\$ 261,924	\$ 306,620	\$ 374,979	\$ 254,447	\$ 381,546	\$ 345,960	\$ 331,198	\$ 3,842,104

Expenses:

A Salaries/Wages	\$ 310,758	\$ 302,802	\$ 7,956	\$ 98,947	\$ 100,612	\$ 111,496	\$ 103,243	\$ 113,497	\$ 118,857	\$ 118,857	\$ 116,122	\$ 116,522	\$ 116,738	\$ 116,738	\$ 116,738	\$ 116,738	\$ 1,353,610
B Benefits	\$ 122,418	\$ 113,275	\$ 9,143	\$ 36,624	\$ 36,735	\$ 43,425	\$ 39,916	\$ 43,610	\$ 45,400	\$ 45,400	\$ 45,120	\$ 45,171	\$ 45,199	\$ 45,199	\$ 45,199	\$ 45,199	\$ 518,772
C Personal Contracts	\$ 68,973	\$ 46,289	\$ 22,684	\$ 24,385	\$ 17,390	\$ 16,055	\$ 4,514	\$ 17,195	\$ 13,196	\$ 27,106	\$ 27,935	\$ 32,535	\$ 16,210	\$ 124,353	\$ 9,380	\$ 22,110	\$ 336,309
EA Supplies	\$ 44,573	\$ 40,952	\$ 3,621	\$ 14,614	\$ 2,468	\$ 11,227	\$ 23,870	\$ 10,558	\$ 7,080	\$ 18,074	\$ 10,612	\$ 11,112	\$ 6,996	\$ 9,437	\$ 22,025	\$ 12,638	\$ 149,484
EB Communications	\$ 5,845	\$ 8,873	\$ (3,028)	\$ 3,153	\$ 3,625	\$ 4,815	\$ 2,095	\$ 1,515	\$ 2,515	\$ 2,515	\$ 2,715	\$ 515	\$ 3,015	\$ 515	\$ 4,465	\$ 515	\$ 27,158
EC Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EE Repairs, Alterations & Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EF Printing & Reproductions	\$ 12,000	\$ 19,707	\$ (7,707)	\$ 7,516	\$ 578	\$ 2,200	\$ 11,613	\$ 1,500	\$ 8,750	\$ 4,850	\$ 11,400	\$ 2,500	\$ 3,750	\$ 5,200	\$ 16,300	\$ -	\$ 73,957
EG Employee Dev & Training	\$ 700	\$ 515	\$ 185	\$ 270	\$ 245	\$ 75	\$ -	\$ 575	\$ -	\$ -	\$ 550	\$ 75	\$ 1,825	\$ 75	\$ 75	\$ 550	\$ 4,240
EH Equipment/Exhibit Rentals	\$ 75,000	\$ 170,697	\$ (95,697)	\$ 57,000	\$ 6,000	\$ 25,000	\$ 107,697	\$ 25,000	\$ 25,000	\$ 25,300	\$ -	\$ 5,000	\$ 5,000	\$ 10,000	\$ 5,450	\$ 13,250	\$ 284,697
EJ Subscriptions	\$ 3,899	\$ 2,077	\$ 1,822	\$ 41	\$ -	\$ 863	\$ 2,036	\$ 583	\$ 2,983	\$ 658	\$ 1,618	\$ 583	\$ 2,083	\$ 583	\$ 583	\$ 1,583	\$ 13,334
EP Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ -	\$ 1,000
ER Other Contractual Services	\$ 46,775	\$ 27,541	\$ 19,234	\$ 11,578	\$ 11,297	\$ 27,425	\$ 4,666	\$ 34,275	\$ 31,775	\$ 12,775	\$ 48,450	\$ 42,650	\$ 76,735	\$ 19,275	\$ 17,275	\$ 30,650	\$ 341,401
EY Software Licenses and Maintenance	\$ 2,350	\$ 1,634	\$ 716	\$ 323	\$ 418	\$ 465	\$ 893	\$ 220	\$ 2,865	\$ 2,165	\$ 1,050	\$ 150	\$ 2,100	\$ 3,870	\$ 3,650	\$ 150	\$ 17,854
EZ Other Goods and Services	\$ 87,779	\$ 60,632	\$ 27,147	\$ 21,264	\$ 20,895	\$ 27,495	\$ 18,473	\$ 31,345	\$ 27,295	\$ 45,575	\$ 31,090	\$ 68,825	\$ 17,475	\$ 16,275	\$ 21,525	\$ 19,360	\$ 339,397
G Travel, Lodging, Meals, In-State	\$ 18,405	\$ 1,165	\$ 17,240	\$ 175	\$ -	\$ 12,510	\$ 990	\$ 10	\$ 885	\$ 10	\$ 1,510	\$ 4,385	\$ 10	\$ 36,708	\$ 10	\$ 1,885	\$ 46,578
G Travel, Lodging, Meals, Out-of-State	\$ 11,500	\$ -	\$ 11,500	\$ -	\$ -	\$ 10,500	\$ -	\$ 2,000	\$ -	\$ -	\$ 7,000	\$ -	\$ -	\$ 7,000	\$ 5,000	\$ -	\$ 21,000
JA, JB Hardware Equipment Purchases > \$500	\$ -	\$ 2,209	\$ (2,209)	\$ 2,209	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,000	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,709
Reimbursement for Appropriated Funds (local owes state)	\$ -	\$ 129,186	\$ (129,186)	\$ 117,059			\$ 12,128										\$ 129,186
Adj. for cleared (uncleared) items or usage of state funds	\$ -	\$ (13,944)	\$ 13,944	\$ (22,754)	\$ 37,172		\$ (28,362)										\$ (13,944)
Total Local Cash Expenditures	\$ 810,975	\$ 913,610	\$ (102,635)	\$ 372,403	\$ 237,435	\$ 293,552	\$ 303,772	\$ 281,883	\$ 286,601	\$ 307,285	\$ 305,672	\$ 330,023	\$ 297,136	\$ 395,228	\$ 268,675	\$ 264,628	\$ 3,650,742

Monthly Cashflow Gain/(Loss)		(\$631)	(\$229,575)	\$116,656	(\$110,829)	(\$88,220)	(\$6,458)	\$15,973	\$87,994	(\$45,361)	\$948	\$44,956	(\$42,689)	(\$13,682)	\$77,285	\$66,570
YTD Cumulative Operating CashFlow				\$116,656	\$5,827	\$ 228,944	(\$631)	\$15,342	\$103,336	\$57,975	\$58,923	\$103,879	\$61,190	\$47,508	\$124,793	\$191,362
Main Bank Acct, Ending Balance			\$ 106,474	\$ 223,131	\$ 112,301	\$ 335,419	\$ 105,843	\$ 121,816	\$ 209,810	\$ 164,449	\$ 165,397	\$ 210,353	\$ 167,664	\$ 153,982	\$ 231,266	\$ 297,836

		Begin Bal													
Museum Events Bank Account:	\$ 107,434	\$ 26,695	\$ 26,662	\$ 20,000	\$ 26,426	\$ 26,000	\$ 26,000	\$ 26,000	\$ 26,000	\$ 26,000	\$ 32,000	\$ 53,000	\$ 80,000	\$ 40,000	
Banner Bank ArtFest Account:	\$ 62,293	\$ 21,156	\$ 21,345	\$ 20,000	\$ 21,345	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 25,000	\$ 30,000	\$ 40,000	\$ 50,000	\$ 65,000	
Total Available Cash:		\$ 270,982	\$ 160,308	\$ 375,419	\$ 153,614	\$ 168,816	\$ 256,810	\$ 211,449	\$ 212,397	\$ 261,353	\$ 229,664	\$ 246,982	\$ 361,266	\$ 402,836	

Other Cash Potentially Available (once restrictions are met):

Expected Incoming Restricted Donations:

Museum Restricted Bank Account Ending Balance:	\$ 85,358	\$ 25,381	\$ 38,822	\$ 144,072	\$ 74,238	\$ 72,583	\$ 72,833	\$ 75,336	\$ 76,050	\$ 43,014	\$ 43,028	\$ 43,742	\$ 45,706	\$ 43,252
Museum Restricted Money Market Account Ending Bal:	\$ 804,445	\$ 675,821	\$ 677,315	\$ 809,069	\$ 475,636	\$ 475,000	\$ 375,000	\$ 375,000	\$ 375,000	\$ 375,000	\$ 360,891	\$ 311,523	\$ 182,068	\$ 152,443

NORTHWEST MUSEUM OF ARTS & CULTURE

FY2026 SUPPLEMENTAL OPERATING BUDGET REQUEST

EASTERN WASHINGTON STATE
HISTORICAL SOCIETY
(AGENCY 395)



EWSHS FY2026 SUPPLEMENTAL OPERATING BUDGET REQUEST

Operating Budget Decision Package	EWSHS Request	Governor Budget	Senate Budget	House Budget	Final Budget	Description
Collections Management System Maintenance & Operating (ongoing)	\$20,000.00					Acquire 5 licenses to access the Collections Management System (CMS), plus 3 additional licenses for the tablet version of the CMS. This database manages, protects and provides public access to over 90,000 records of State-owned art, artifacts, and archives housed at EWSHS (M&O fees cover State-mandated Cloud data storage, software updates and upgrades, ongoing technical support, training, and software licensing). State of Washington and EWSHS have invested over \$650,000 in the Collections Management database system. Lack of adequate licensing for staff will result in loss of access resulting in neglected maintenance of records and lost productivity.
Tribal Liaison (ongoing)	\$110,000.00					EWSHS is commencing a \$600,000 Predesign study funded last year in the Capital Budget to determine permanent exhibition space for the museum’s extensive Native American collection, and it is essential to have early and ongoing tribal input and knowledge during this process. To successfully accomplish the Pre-Design work, a Tribal Liaison position is needed to facilitate and formalize interaction between eastern Washington regional tribes and EWSHS. Hiring a Tribal Liaison also fulfills the legal mandate per RCW43.376. This position will serve as the primary point of contact between tribes and EWSHS, collaborate with tribes in establishing MOUs, negotiate with tribes about collection displays and interpretation, develop policies and agreements for program implementation, and serve as the chief liaison for the museum’s American Indian Cultural Council.
TOTAL SUPPLEMENTAL (ongoing)	\$130,000.00					

M Northwest Museum AC of Arts and Culture

Strategic Plan 2026-2028

CONTENTS

Letter from the Executive Director

Mission, Vision, and Values

Strategic Goals

Process and Participants

LETTER FROM THE EXECUTIVE DIRECTOR

I am pleased to present the Northwest Museum of Arts and Culture's (MAC) 2026-2028 Strategic Plan. This is the third multi-year plan that we have produced since I joined the Museum in 2017. The approach and process for each plan have been slightly different.

- **2018-2022 Plan**

This plan focused on becoming more widely known and appreciated so we worked over three years to elevate the effectiveness of our marketing and communications efforts and to expand the breadth and depth of supportive relationships with the State of Washington, local elected officials, and private funding sources. We were successful in completing a rebranding process, website redesign, social media expansion, and integrated marketing strategies and tactics that not only turned around the word on the street about the MAC but resulted in record exhibition attendance. The State's appropriation increased to more than cover major budget cuts the MAC experienced during the Great Recession.

- **2022-2024 Plan**

This plan focused on streamlining MAC systems and operations with development of a comprehensive IT Plan, improved staff communications through an online employee hub, and a detailed multi-year Campbell House Maintenance Plan among other key initiatives. Our goal to expand community outreach and partnerships resulted in the "Our Stories" program series, which features the history and stories of local members of the African American, Asian American, and Veterans communities, organized with community members themselves. The goal was supported by a two-year PEAR (Pro-Equity, Anti-Racism) Plan, and establishment of advisory/support groups like the MAC MAC (Millennials Advisory Committee) and a high school internship program (Teens at the MAC). Additionally, our exhibitions drew record numbers of visitors and our memberships exceeded 4,500 in 2024, the highest on record. During this period, we developed a canoe carving project in partnership with the Upper Columbia United Tribes (UCUT) in which tribal members carved two canoes in the MAC's amphitheater. A new position was created for a Tribal Programs Manager, who has been able to continue to develop more programs in this vein to engage both tribal members and MAC visitors. Increasing access to the MAC's collections was another area of focus. The Museum purchased and implemented a new content management system (CMS) that provides expanded

content, search options, and search engine findability. We also developed a traveling exhibition program that yielded three exhibitions that are currently traveling nationally.

- **2026-2028 Strategic Plan**

This plan was developed by an expanded group of employees as well as a small group of Trustees and a group of community members from partner organizations. Utilizing the Appreciative Inquiry approach, which focuses on positive aspects of the organization to create change versus the more traditional approach that focuses on weaknesses and threats. The result is a plan that is more about evaluating and refining the new projects and programs introduced in the last six years to maximize results versus creating more new projects and programs. We were also guided by our updated mission statement, which is published on the next page – it is also the product of evaluating and refining. Two of the four focus areas involve major initiatives for the next two years. One involves developing a robust evaluation program to guide decision-making using more sophisticated data, metrics, and technology to better understand our constituents and situation. We will also be completing a detailed analysis of our facilities with a mind to enhancing our efficiency and maintaining our relevance to the community for many years to come.

Thanks to the many participants whose insights and ideas helped shape the Plan. We look forward to sharing our observations and results as we work through it, strengthening our organization and community in the process.

Wesley Jessup

MAC MISSION, VISION, AND VALUES

Mission Statement

Revision approved by Board of Trustees, May 21, 2025

The MAC serves everyone interested in the cultural heritage of the Inland Northwest and beyond. We collect, preserve, interpret, and share these diverse stories, making connections between people, places, and the past. Through our growing art, history, and American Indian collections and engaging programs, exhibitions, and experiences, we inspire discovery, wonder, and lifelong learning. We promote respect and inclusiveness, creating a welcoming community space for all.

Vision Statement

To be a nationally acclaimed regional cultural center through curatorial excellence, innovative programming, and by offering an extraordinary visitor experience. We aspire to be essential to the social and cultural life of our local community, and a must-see destination for visitors.

Our Values

The Museum's leadership, staff, and volunteers are committed to operating transparently and with integrity in all matters, honoring our commitments, listening with empathy and being approachable, inclusive, and respectful of others.

Transparency and Inclusion

The Museum of Arts and Culture is a state agency committed to building a transparent and inclusive environment that welcomes and values everyone. We cultivate a culture of collaboration, diversity, and accessibility. Programs that engage all segments of our community are essential to preserve our heritage, ensure credibility and to inspire and engage future generations of learners.

STRATEGIC GOALS

ENHANCE THE MAC'S ROLE IN THE COMMUNITY

Success Statement

The MAC is a welcoming space that encourages participation and supports our community through programs and exhibitions that respond to constituent feedback and organizational capacity.

Strategies

KA.1 Implement Mission- and Plan-Aligned Community Engagement

P.1 Gather and utilize data to enhance, refine, and inform community outreach initiatives.

- Improve visitor data gathering and opinion tracking for existing programs.
- Collaborate with other organizational data development initiatives to match technology tools with data needs.

P.2 Increase museum's community visibility with the support of organizational partnerships.

- Survey other organizations about our reputation, partnership capacity and effectiveness and act on feedback.
- Build capacity to co-create exhibitions and programs with community partners.
- Ensure that we provide value for our partner organizations and that communications and support is two-way.

P.3 Increase the number of advisory committees by two to support community engagement.

- Create more of a vested interest by the community and greater relevance to more people due to greater representation in decision-making.
- Select constituencies that are key to the MAC's future success.

P.4 Establish clear annual goals, plans, and criteria for exhibitions, programs, and events based on collected data and evaluation tools.

- Regularly communicate/report-back on goals, plans, and criteria both internally and externally.
- Create a frequently updated Community Engagement page on the website sharing all community programs at the MAC and our involvement with other organizations as part of the arts ecosystem of our region.

KA.2 Offer Scheduling, Hours, and Pricing that meet potential audience needs.

- P.1** Iteratively experiment with open hours and days based on data insights and community feedback to maximize accessibility.
- P.2.** Increase the number of fully sponsored free admission days/evenings. Align with Family Days, *Our Stories* programs, etc., to increase equity and inclusiveness and attract more diverse audiences.

KA.3 Increase Diversity Among Visitors

- P.1** Shape programming, exhibitions, and marketing to reflect and welcome greater diversity, including a range of ages, socio-economic backgrounds, ethnicities, and interests, based on available data and within the means of staffing and resources.
- P.2** Identify two underserved communities that we can best serve and on which we will concentrate outreach efforts for the next two years to maximize impact.

INNOVATE, EXPERIMENT, AND TAKE CREATIVE RISKS

Success Statement

The MAC will develop a reputation in the community for innovation and exceptional experiences.

Strategies

KA. 1 Visitors will increasingly rate their MAC experiences as extraordinary.

- P.1** Define elements of an extraordinary experience. Determine how we can incorporate those “extraordinary” features into customer service, programs, exhibitions, events, facilities, etc.; prioritize and strategically plan innovative experiences to deliver at least one new practice per year.

P.2 Implement an expanded visitor feedback system that includes rating their museum-going experiences and identifying first time and repeat visitors. Collaborate with other data development initiatives to match technology tools with data needs.

P.3 Activate all museum spaces to maximize visitor engagement.

KA. 2 Implement at least one new technology tool for our exhibitions, programs, or visitor services.

P.1 Research available [museum] technology tools and identify those that solve or are applicable to MAC problems and/or goals.

P.2 Identify tool(s) that offer best solutions and cost/benefit ratio(s); create budget and implementation plan(s).

P.3 Identify a future exhibition for technology innovation and incorporate technology considerations into exhibition planning process.

P.4 Annually track, inventory, and assess new tools and technologies implemented as well as performance of existing technology for updates, upgrades, or replacement.

KA. 3 Generate more first-time visitors to exhibitions/programs.

P.1 Evaluate existing and gather new data about first-time versus repeat visitors. Document baseline metrics; evaluate differences in needs and preferences including how the visitor heard about the MAC or a program, event, or exhibition (source of sale).

P.2 Identify opportunities to enhance the visitor experience and to attract more first-time visitors, incorporating ideas into operational plans.

KA.4 Create a culture of innovation, experimentation, and risk-taking. Add creative risk-taking as an expectation of employees and include in evaluations.

- Capitalize on the creativity of individual employees.
- Test promising ideas and pilot programs that could be expanded.
- Celebrate innovative ideas and successes.

PURSUE A COLLABORATIVE, LONG-TERM VISION FOR THE CAMPUS

Success Statement

We have a shared vision for the campus and facility with input from all stakeholders.

Strategies

KA.1 Complete pre-design for campus expansion

- P.1** Work with DES to develop and publish RFQ to select pre-design architect.
- Review submitted SOQs
 - Select finalists to be interviewed.
 - Score and select architectural firm.
- P.2** Execute pre-design contract (DES manages contract); confirm schedule/timeline for deliverables.
- P.3** Conduct onboarding process with DES, museum staff, and architectural team.
- P.4** Develop stakeholder engagement plan.
- Identify all stakeholders, assess needs, and define priorities for pre-design.
- P.5** Document facility condition and required repairs and maintenance to integrate into pre-design.
- P.6** Conduct collaborative planning process with regular review meetings; develop and refine alternatives.
- P.7** Finalize pre-design report following OFM Pre-design Manual, including preferred option, alternatives, cost estimates, lifecycle cost analysis, and operating budget impacts.
- P.8** Prepare and submit a budget decision package to OFM, supported by pre-design findings.

KA.2 Develop staffing plan that matches facility goals.

P.1 Convene management work group to map staffing for proposed facility with budget implications.

P.2 Incorporate expansion staffing needs into long-term staffing plan.

KA.3 Develop timeline for future capital campaign.

- Hire capital campaign consultant and support staff and finalize fundraising plan and messaging.
- Identify and research principal and lead funders for capital campaign.
- Following capital campaign strategies, apply to or approach and solicit funders; after lead gift goal met, expand campaign to smaller funders and go public.

BUILD ORGANIZATIONAL RESILIENCE

Success Statement

The MAC is a resilient organization that actively aligns internal strengths with future needs through data-informed decision-making and regular evaluation of staffing capacity and skills.

Strategies

KA.1 Develop a robust evaluation program for MAC programs and services.

P.1 Identify and organize existing organizational data. Benchmark data with similar museums.

P.2 Develop evaluation metrics and establish a rubric for assessing current and future exhibitions, programs, and events.

P.3 Determine additional data needs and methods for gathering, analyzing, and reporting key metrics

P.4 Embed evaluation tools and methods across departments, with staff trained and supported to use them for agile decision-making.

KA.2 Revise and document organizational procedures and practices related to organizational activities and skill inventories for planning, scheduling, problem-solving, and evaluation expectations to support resilience,

Document practices and procedures for organizational activities (e.g., ArtFest); draft proposed revisions/additions.

- Create staff review/feedback loop.
- Publish and provide access to documentation,

KA.3 Create an annually updated staff capacity and skills map to inform staff development, scheduling, budgeting, and succession planning.

P.1 Gather data from supervisors to identify and prioritize skill needs and gaps for positions.

P.2 Benchmark comparable museums for staff roles and staffing levels.

P.3 Create a process for reviewing and adjusting workloads

- Select a pilot department.
- Build a framework to assess matters such as hours spent on tasks, complexity of work, etc., using surveys, time sheet data collection, employee/supervisor interviews, and other methods.

P.4 Identify critical roles for succession planning and skill areas for additional training.

P.5 Develop recommendations for management team related to roles and staffing levels.

KA.4 Regularly recognize and celebrate employee contributions, reinforcing a culture of appreciation, engagement, and growth.

P.1 Assess current employee recognition practices

P.2 Engage staff in co-design

P.3 Pilot new recognition system for significant anniversaries (1, 5, 10, etc.)

P.4 Solicit and collect employee and supervisor feedback.

KA.5 Grow the endowment to ensure the financial stability of the museum.

Include endowment fundraising plan in facility expansion capital campaign.

STRATEGIC PLANNING PROCESS

Mid Feb 2025	Choose and meet with facilitator to discuss role and responsibilities.
Feb 25	Leadership Team Meeting • Review strategic planning process and timeline. • Discuss update of mission statement only (Keep vision and values as they are. Consider revising during future strategic planning.) • Identify staff representatives and community members for mission statement development, situational analysis, and setting of strategic goals and objectives.
March 5	Review strategic planning process and timeline at Board meeting.
March 17	Mission statement meeting
March 20	Draft of mission statement developed by writing team.
March 21	Present mission statement draft at all staff breakfast meeting. Send email survey to all staff and board members.
March 26-28	Revise mission statement and send it to Executive Director for approval.
April 4	Situational analysis meeting (appreciative inquiry)
April 7	Prepare situational analysis documentation for next meeting.
April 18	Determine areas of focus and develop goals and strategies.
April 22	Leadership Team reviews focus areas; makes assignments for revisions.
May 21	Approve Mission Statement and updated policies at Board Meeting.
May 27	Leadership Team discusses focus area goals and objectives revisions.
By June 27	Include new Mission Statement and other core documents in reaccreditation packet.
Aug 27	Finalize focus area goals and objectives; make department and committee assignments; develop action steps and timelines
Oct 27	Finalize Strategic Plan document.
Nov 5	Approve Strategic Plan at Board Meeting.

STRATEGIC PLAN WORK GROUPS

Mission Statement Session

Rachel Allen, Curator of Modern & Contemporary Art

Sharon Cathcart, Board of Trustees

Jordan Crowder, Visitor Services Manager

Marit Fischer, Chief Marketing Officer

Shawn Gunnier, Tribal Programs Manager

Kristin Howard, People & Culture Manager

Wes Jessup, Executive Director

Francis Langston, Chief Finance Officer

Levi Louder, Maintenance Mechanic

Lindsey Newton, School Programs Manager

Ellen Postlewait, Curator of History & Campbell House

Christina Simonsen, Board of Trustees

Will Simmons, Development Officer

Linda Strong, Manager of Interpretation

Carol Summers, Director of Special Projects

Kayla Tackett, Director of Exhibition and Collections

Natalie Wadle, Registrar

Renee Webber, Chief Operating Officer

Situational Analysis Session

Rachel Allen, Curator of Modern & Contemporary Art

Carolyn Black, Senior Development Officer

Dee Boyle, Board of Trustees

Jordan Crowder, Visitor Services Manager

Pati Dahmen, Board of Trustees

Marit Fischer, Chief Marketing Officer

Amanda Gardner, Adult Programs & Events Manager

Shawn Gunnier, Tribal Programs Manager

Kristin Howard, People & Culture Manager

Wes Jessup, Executive Director

Francis Langston, Chief Finance Officer

Levi Louder, Maintenance Mechanic

Lindsey Newton, School Programs Manager

Ellen Postlewait, Curator of History & Campbell House

Will Simons, Development Officer

Linda Strong, Manager of Interpretation

Carol Summers, Director of Special Projects

Kayla Tackett, Director of Exhibition and Collections

Natalie Wadle, Registrar

Renee Webber, Chief Operating Officer

Community representatives

Julie Serquinia, partner for Our Lives: Black Families in Spokane

James Russell, Spokane School District #81

Gwendolyn Haley, Spokane County Library District

Kate Hudson, Visit Spokane

Morag Stewart, Browne's Addition Neighborhood Council

Strategic Goals & Objectives Session

Rachel Allen, Curator of Modern & Contemporary Art

Carolyn Black, Senior Development Officer

Dee Boyle, Board of Trustees

Jordan Crowder, Visitor Services Manager

Pati Dahmen, Board of Trustees

Angela Ferguson, Volunteer Coordinator

Marit Fischer, Chief Marketing Officer

Amanda Gardner, Adult Programs & Events Manager

Shawn Gunnier, Tribal Programs Manager

Kristin Howard, People & Culture Manager

Wes Jessup, Executive Director

Francis Langston, Chief Finance Officer
Levi Louder, Maintenance Mechanic
Lindsey Newton, School Programs Manager
Ellen Postlewait, Curator of History & Campbell House
Will Simons, Development Officer
Carol Summers, Director of Special Projects
Kayla Tackett, Director of Exhibition and Collections
Natalie Wadle, Registrar
Renee Webber, Chief Operating Officer
Rob Worstell, Director of Education

Plan Refining and Action Step Development

Leadership Team

Wes Jessup, Executive Director
Anna Bresnahan, Chief Development Officer
Marit Fischer, Chief Marketing Officer
Kristin Howard, People and Culture Manager
Francis Langston, Chief Financial Officer
Carol Summers, Director of Special Projects
Renee Webber, Chief Operating Officer
Kayla Tackett, Director of Exhibitions and Collections
Rob Worstell, Director of Education

**EASTERN WASHINGTON STATE HISTORICAL SOCIETY
BOARD OF TRUSTEES RESOLUTION**

November 5, 2025

WHEREAS, the Eastern Washington State Historical Society (EWSHS) has the power to accept gifts, grants, conveyances, bequests, and devises pursuant to RCW 27.34.070; and

WHEREAS, the Northwest Museum of Arts & Culture Foundation (Foundation) was established as a separate organization on October 22, 1984 for the purpose of administering and managing board-designated and endowment funds for the exclusive benefit of the EWSHS (d/b/a Northwest Museum of Arts & Culture); and

WHEREAS, the Foundation is organized as a Washington non-profit corporation exempted from federal income tax under Section 501(c)(3) of the Internal Revenue Code; and

WHEREAS, the Foundation is qualified as a public charity and supporting organization under Section 509(a)(3) of the Internal Revenue Code and the EWSHS is its sole supported organization; and

WHEREAS, under WAC 256-30-060 and EWSHS Policy No. FIN 110, Gift Acceptance Policy, the EWSHS ensures that gifts it receives are handled consistently with the donor's intent, including clarifying donor intent if necessary; and

WHEREAS, in accordance with this responsibility, when the EWSHS receives a gift designated or intended for the Foundation, those gifts are delivered to the Foundation;

NOW THEREFORE, BE IT RESOLVED that in furtherance of these powers and responsibilities, the EWSHS Board of Trustees (BOT) hereby authorizes and empowers its Executive Director and BOT officers to execute all documents that may be necessary to effect the necessary transfer of donor gifts and/or bequests to the Foundation.

As of this date, the EWSHS BOT officers and Executive Director are identified as:

President	Greg Hesler
Vice President	Laurie Arnold
Treasurer	James Vanderholm
Secretary	Christina Simonsen
Executive Director	Wesley Jessup

This authorization commences as of the date of approval and shall remain in effect until revoked or until the named individuals discontinue their roles in the stated capacities.

Approved in an open public meeting by the Board of Trustees in accordance with state law and EWSHS bylaws, this 5th day of November 2025.

Greg Hesler
President, Board of Trustees
Eastern Washington State Historical Society

Proposed Deaccessions

Total of 14 proposed paintings for Deaccession

Table 3: Summary of proposed deaccession painting by J.E. Stuart. These paintings were chosen after consulting with a visiting scholar and considering the MAC's scope of collecting.

Accession Number	Decision	Geographic Location of Subject Matter
ARROWSMITH.1981.1	Deaccession	Yosemite Valley, California
BALL.1979.3	Deaccession	Yosemite, California
COOK.M.1980.3	Deaccession	Monterey, California
HAMILTON.1982.4	Deaccession	Sacramento River, CA
HAMILTON.1982.5	Deaccession	Sacramento River, CA
HAMILTON.1982.7	Keep	Crater Lake, Oregon
ND.3169	Keep	Columbia River
ND.4556	Keep if cannot find a responsible transfer	Columbia River
3607.1	Deaccession	Mt Desert Island, Maine
3607.2	Deaccession	Santa Cruz, California
3607.3	Deaccession	Madron, California
83.12.21	Deaccession	Sacramento, California
83.12.21.1/2	Deaccession	Napa Valley, CA
84.03.15.1/3	Keep	Vashon Island, Washington
84.03.15.1/4	Deaccession	Bar Harbor, Maine
84.03.15.1/5	Deaccession	American River, California
84.6.6.1/3	Keep	Columbia River

Table 4: Two paintings originally loaned to the MAC in 1946. In 1955, the lender's family gifted the paintings to the museum with the purpose of disposal, never intending for them to be accessioned into the permanent collection. Both paintings have degraded and are damaged.

Accession Number	Decision	Title
1296.1	Deaccession	The Three Sisters (Sierra Blanca)
1296.2	Deaccession	Indian Camp in the Rockies

14 Paintings Proposed for Deaccession:

12 Proposed J.E. Stuart Paintings

COOK.M.1980.3



84.03.15.1/5



84.03.15.1/4



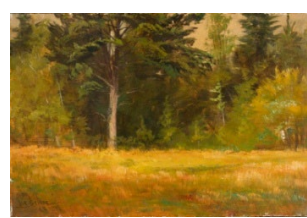
BALL.1979.3



83.12.21



3607.1



3607.2



3607.3



HAMILTON.1982.4



HAMILTON.1982.5



83.12.21.1/2



ARROWSMITH.1981.1



2 Proposed Accession 1296 Paintings

1296.1



1296.2 (both images for 1296.2)



Proposed Deaccession

Description: 12 oil paintings by James Everett Stuart (1852-1941) depicting Maine or California landscapes

Item Number and Image:

COOK.M.1980.3



83.12.21

84.03.15.1/5



3607.1

84.03.15.1/4



3607.2

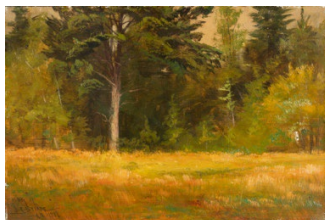
BALL.1979.3



3607.3



HAMILTON.1982.4



HAMILTON.1982.5



83.12.21.1/2



ARROWSMITH.1981.1



Title, Date, Dimensions, Credit line: 12 landscape paintings by James Everett Stuart (1852-1941):

- **COOK.M.1980.3** - *Sunshine and Shadows, Monterey, CA, 1921*, 10x14 in., Transfer from Museum of Native American Cultures, Spokane, 1992
- **84.03.15.1/5** - *American River, California, 1914*, 18x24 in., Transfer from Museum of Native American Cultures, Spokane, 1992
- **84.03.15.1/4** - *Group of Rocks on Hare Hill, Bar Harbor, Maine, 1906*, 18x24 in., Transfer from Museum of Native American Cultures, Spokane, 1992
- **BALL.1979.3** - *Cathedral Spires, Yosemite, CA, 1886*, 24x30 in., Transfer from Museum of Native American Cultures, Spokane, 1992
- **ARROWSMITH.1981.1** - *Yosemite Valley...*, 1918, 40x30 in., Transfer from Museum of Native American Cultures, Spokane, 1992
- **83.12.21** - *Showers, Lower Sacramento Valley, 1903*, 12x18 in., Transfer from Museum of Native American Cultures, Spokane, 1992

- **3607.1** - *Trees and Meadow on Mt. Desert Island*, 1906, 12x18 in., Gift of James Sullivan, 1991
- **3607.2** - *Near Santa Cruz, Calif.*, 1935, 12x18 in., Gift of James Sullivan, 1991
- **3607.3** - *Passing Showers, near Madron, Calif.*, 1917, 12x18 in., Gift of James Sullivan, 1991
- **HAMILTON.1982.4**- *Sacramento River, California*, 1924, 15x20 in., Transfer from Museum of Native American Cultures, Spokane, 1992
- **HAMILTON.1982.5**- *Sacramento River, California*, 1924, 15x20 in., Transfer from Museum of Native American Cultures, Spokane, 1992
- **83.12.21.1/2**- *Napa Valley, California*, 1924, 15x20in., Transfer from Museum of Native American Cultures, Spokane, 1992

Material:

- oil on panel: COOK.M.1980.3, 3607.2, HAMILTON.1982.4, HAMILTON.1982.5, 83.12.21.1/2
- oil on canvas: 84.03.15.1/5, 84.03.15.1/4, BALL.1979.3, 83.12.21, 3607.1, 3607.3, ARROWSMITH.1981.1
- with frames: 84.03.15.1/5, 84.03.15.1/4, BALL.1979.3, 3607.2, 3607.3, ARROWSMITH.1981.1

Provenance: Most of these works were transferred from the Museum of Native American Cultures in 1992 after it closed in 1991. Three of the paintings (3607.1-3) were given by James Sullivan of Vancouver, Washington, in 1991.

Deaccession Justification:

SCOPE: The MAC has stewarded these works for over 30 years. During that time, previous staff had selected these pieces for deaccession, but the process was not completed. The artist, James Everett Stuart, has no connections to eastern Washington; he was primarily based in San Francisco, Portland (Oregon), and Chicago. Although he did paint landscapes within our scope, the 12 works chosen for deaccession depict Maine or California—areas outside the Inland Northwest region. These works would be better suited closer to the communities and landscapes they represent, offering more opportunities for display and increased ease for researchers, ultimately providing greater public benefit.

The Oakland Museum of California and the Oregon Historical Society in Portland have significant collections of paintings by Stuart. The California State Library, the Wenatchee Valley Museum & Cultural Center, the de Young Museum in San Francisco, and the Crocker Art Museum in Sacramento also hold work by Stuart. Any of these institutions, along with the Yosemite Museum Collections at Yosemite National Park and the Portland Museum of Art in Maine, might be interested in these works under consideration for deaccession.

Previously, the MAC deaccessioned nine paintings by James Everett Stuart. Currently, the MAC plans to continue stewarding 4 paintings by Stuart that depict scenes in Washington and Oregon (HAMILTON.1982.7, 84.03.15.1/3, ND.3169, ND.4556).

SCHOLARSHIP: Interest in Stuart was sparked in the late 1980s and early 1990s, leading to a few articles about the artist. Recent renewed scholarly interest has resulted in more research on the artist. Moving these select works to institutions closer to the landscapes they depict and/or archives holding Stuart material would benefit ongoing and future scholarship. Stuart's diaries are stored at the California State Library in Sacramento. Scholars Jennifer Olson of Tacoma Community College and Peter Boag of

Washington State University are actively working on Stuart materials, with exhibitions and articles planned with the Oregon Historical Society. Jennifer Olson plans to write a monograph on Stuart.

ARTIST BIOGRAPHY: James Everett Stuart (1852-1941) was born in Dover, Maine, in 1852. At age eight, his family moved to California and settled on a ranch north of San Francisco. Around 1866, Stuart painted farm wagons for \$3 a day, half of which he used to pay for art lessons in Sacramento with artist David Holmes Woods (1830-1911). In 1877, he began a sporadic five-year study at the School of Design in San Francisco. He established his first studio in Portland, Oregon, in 1881, where he painted Mounts Rainier, Shasta, Adams, and Hood. He returned to California in 1886, made his first trip to Yosemite Valley to paint, and started working on his large canvas of the Grand Canyon of the Yellowstone. That same year, he established a studio in New York City. In 1892, he moved to Chicago, where he remained for 20 years, experiencing his most successful sales period. During his career, he traveled throughout Mexico and the Pacific Northwest, including three trips to Alaska. Stuart is credited with inventing a process for painting on aluminum. His aluminum painting, *Sunset Glow, Mt. Hood*, received a bronze medal at the American Art Society's exhibition in Philadelphia in 1902. He opened a gallery for his work when he returned to San Francisco in 1912 and lived there until his death in 1941. His brother kept Stuart Galleries open until 1944, when most of the inventory was sold at public auction.

It is believed that Stuart was the second most prolific California painter, having created over 5,000 oils during his lifetime. However, he often painted similar subjects with slight variations to sell. A distinctive feature of his work is his habit of documenting the location, altitude (sometimes), date (with questionable accuracy), price (often inflated), and catalog number (not sequential) on the back of each painting.

Resources:

Jennifer Olson, PhD, Tacoma Community College, jolson@tacomacc.edu,
<https://www.tacomacc.edu/directory/jolson>

Peter Boag, PhD, Professor and Columbia Chair in the History of the American West, Washington State University, boag@wsu.edu, <https://history.wsu.edu/peter-boag/>

Hughes, Edan Milton. "Genius of the Peaks: Re-examining the Works of James Everett Stuart." *Antiques and Fine Arts* Sept/Oct (1990): 85-86.

D98.3

Deaccession Project D98.3, was a group of 117 MONAC paintings that the MAC Board of Trustees voted to deaccession on June 23, 1998. While many were auctioned off in 2001, 2006, and 2007, an unknown number were chosen to be kept by Marsha Rooney due to a variety of reasons. To date, 37 paintings have been evaluated, finding that 11 are still present in collections storage.

Flag Project:

As part of the Evergreen Storage inventory, 14 missing flags were located. With the addition of one flag located in textile storage, all 15 are being evaluated for possible deaccession. Consultation with Ellen Postlewait (History Curator) is scheduled to determine which flags will be kept and used in the upcoming semiquincentennial exhibition.



Figure 1: An example of a ca. 1809-1841 13 stars flag (D1063.1) that was originally marked for deaccession during Marsha Rooney's 2005 assessment that may be kept for the semiquincentennial exhibition.



Leona Stanger

**Preservation Program
Assistant, Spokane Tribe
of Indians**

Leona Stanger has served as the Administrative Assistant for the Spokane Tribe Preservation Program since 1995, contributing to various positions, including Archaeological Technician, Crew Supervisor, Ethnographic Assistant, Collections Technician, and Geographic Information Systems (GIS) support.

Leona's dedication reflects the program's mission to preserve cultural heritage, educate all generations, and connect the community to its land, language, and ancestral stories through artifacts, oral histories, and photographs—while personally enjoying beading, sewing, powwows, and traditional stick games.



David Rosenau

VP of Business Banking Spokane
Teachers Credit Union (STCU)

David Rosenau is the VP of Business Banking at STCU, where he is leading the development and launch of the Business Banking division. With over 30 years of financial industry experience, David has worked in markets of all sizes, including Chicago and Phoenix. David was previously the SVP Retail Division Manager at Banner Bank, where he oversaw 23 branches across two states consistently exceeding growth objectives.

Originally from rural Minnesota, David is a graduate of Minnesota State University. His career has taken him and his wife across the country. They love traveling, especially to the Northeastern U.S. and Europe. Recent trips included Milan, Paris, Turin, Prague, and Berlin, focused on museums and cultural landmarks.

Policy No. HR -401

Outside Employment

Applies to: All employees of the Eastern Washington State Historical Society (EWSHS)

References that apply to this policy: Listed below are some, but not all, applicable governing requirements. Note: Laws and rules may change over time and such changes may take precedence over this policy.

- Chapter 42.52 RCW, Ethics in Public Service
- RCW 42.52.020, Activities incompatible with public duties
- RCW 42.52.040, Assisting in transactions
- RCW 42.52.050, Confidential information
- RCW 42.52.120, Compensation for outside activities
- WAC 292-110-060, Current state officers and employees contracting with state agencies

Effective date: Date

History: This policy updates HR-401, updated and approved on May 6, 2020 and previously reviewed on February 1, 2017e. ~~EWSHS Board of Trustees reviewed without making changes the previous version of the policy dated February 1, 2017. This HR-401 replaced~~s previous version HR Policy BP#121, originally enacted in January of 2013. ~~The EWSHS Board of Trustees adopted this policy of May 6, 2020.~~

Approved by: EWSHS Board of Trustees

Purpose

To clarify the parameters of employee outside employment ~~or~~ (employment outside of ~~the~~ EWSHS).

Note: All employees remain individually responsible for compliance with the State Ethics Law, ~~RCW~~ Chapter 42.52 RCW, which is enforced by the Washington State Executive Ethics Board.

Definitions

Conflict of Interest: Any instance when an employee's actions, decisions, recommendations, or activities outside the agency influence, potentially influence, or have the appearance to a reasonable person of influencing, the employee's official duties or decisions.

Compensation: Anything of economic value, however designated, that is paid, loaned, granted, transferred, or which will be paid, loaned, granted, or transferred to any person, in return for ~~personal~~ services.

Outside Employment: Any job other than the current position with ~~the~~ EWSHS. This could include, but is not limited to, employment by another unit of government or state agency, private employment, self-employment, work under personal service contracts with the state, serving as a consultant or advisor, and volunteer activities that, if compensated, could be considered outside employment. An example of a volunteer would be a bookkeeper who volunteers as treasurer for their church.

Policy Statement

Outside employment shall not conflict with an employee's official duties for ~~the~~ EWSHS. Outside employment shall be consistent with the state ethics laws.

The use of state resources, including, but not limited to, time, information, material, vehicles, equipment, office supplies, computers, or telephones in connection with outside employment is prohibited. An employee shall not use his or her position at ~~the~~ EWSHS to create the opportunity for private gain.

All employees must report any outside employment to ~~the~~ EWSHS. New employees coming to ~~the~~ EWSHS that have outside employment must notify ~~the~~ EWSHS of such employment before beginning work for the EWSHS.

In certain instances, outside employment with another state agency will require prior approval by the Washington State Executive Ethics Board. Information is available on the Executive Ethics Board website at www.ethics.wa.gov

Employee Requests for approval of outside employment must be submitted to a supervisor prior to beginning that employment. The employee's supervisor will approve or disapprove the request and forward it to the ~~agency~~Executive Director~~People and Culture Manager~~ or ~~designee~~ for ~~final~~ approval or disapproval. If denied, the Executive ~~d~~Director or ~~director's~~ designee will review and provide justification for the denial.

~~The~~ EWSHS may, at any time, require reapplication or may withdraw approval for any situation.

If outside employment negatively impacts ~~on~~ the employee's work at the EWSHS, or if there is a situation that is determined to present a perceived, potential, or actual conflict of interest, a supervisor may recommend the Executive Director withdraw approval for that outside employment. The employee and the ~~Department of Enterprise Services (DES) Human Resource (HR) Consultant~~People and Culture Manager are to be notified if approval of outside employment is withdrawn. This notification should provide the reason(s) for this action.

Failure to obtain prior approval for outside employment or engaging in outside employment when such approval has been denied, may result in corrective or disciplinary action up to and including dismissal.

The decision to approve or deny outside employment rests with ~~the~~ EWSHS.

Primary Roles and Responsibilities ~~for Outside Employment within the~~ EWSHS

Role	Responsibilities
Employee	Be knowledgeable of the policy for outside employment. Submit a written request for approval for outside employment prior to beginning such employment. Notify the supervisor immediately of any action which could be a potential or actual conflict of interest.
<u>Supervisor/Manager</u>	Process written requests <u>for outside employment</u> as needed. and promptly notify the agency director <u>People and Culture Manager</u> or designee of any <u>staff requests for outside employment of staff</u> and forward to the <u>the requests</u> for final approval or disapproval and share with the DES HR Consultant People and Culture Manager. <u>Recommend withdrawal of approvals as necessary.</u>
Agency <u>Executive</u> Director/Designee	Provide <u>Review</u> final determination of approval or disapproval of request for outside employment. If disapproved, provide written justification for the denial. <u>Review requests to withdraw outside employment authorization.</u>
DES HR Consultant <u>People and Culture</u> Manager	Discuss outside employment requests or issues with employees, supervisors, and managers. <u>Approve or disapprove requests for outside employment. If disapproved, forward request to Executive Director for review.</u>

FORM

Outside Employment Disclosure and Request for Approval

Name	Date
Department	Title

I hereby request approval to engage in outside employment as described below:

Nature of Employment
Employer
Time Required for Employment

I understand Washington State policy forbids me from engaging in any form of outside employment or business opportunity, for myself or for another employer, which would conflict or interfere with my job, especially during scheduled work hours. Additionally, I understand that using ~~museum~~ [EWSHS](#) equipment or materials for personal use or outside employment is strictly prohibited. I understand that in order to engage in outside employment, I must receive approval from my Supervisor and [the People and Culture Manager](#) ~~Department Director or the CEO~~ in advance of performing such outside employment, and that the approval may be withdrawn at any time. I also understand and agree that my outside employment must be suspended if my work status with the State of Washington is sick leave, FMLA leave, workers compensation leave or restricted duty. I understand that failure to comply with the policy could result in disciplinary action up to and including termination of employment.

Employee Signature	Date
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SUPERVISOR RECOMMENDATION

☐ Approval ☐ Denial

~~DEPARTMENT DIRECTOR~~ PEOPLE AND CULTURE MANAGER ACTION

☐ Request Approved ☐ Request Denied

(IF NECESSARY) EXECUTIVE DIRECTOR ACTION

☐ Request Approved ☐ Request Denied

Comments or Special Conditions

Department Executive Director Signature	Date
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Forward completed form to Human Resource Department for placement in Personnel File.

Policy No. HR-402

Layoff Policy for Non-Represented Employees

Applies to: All non-represented, non-[Washington Management Service \(WMS\)](#), and non-~~e~~Exempt employees of the **Eastern Washington State Historical Society (EWSHS)**. [HR-403](#) ~~A separate Layoff Policy will~~ covers [WMS](#) employees.

References that apply to this policy: Listed below are some, but not all, applicable governing requirements. Note: Laws and rules may change over time and such changes may take precedence over this policy.

- WAC 357-46-005 (Impact of layoff)
- WAC 357-46-010 (reasons for layoff)
- WAC 357-46-020 (procedure req)
- WAC 357-46-025 (how much notice)
- WAC 357-46-030 (notice content)
- WAC 357-46-035 (layoff option)
- WAC 357-46-040 (comparability)
- WAC 357-46-045 (identifying competencies)
- WAC 357-46-050 (employee retention rating)
- WAC 357-46-060 (veterans' preference)
- WAC 357-46-070 (internal layoff list)
- WAC 357-46-075 (internal list-higher class)
- WAC 357-46-080 (state layoff list)
- WAC 357-46-090 (transition pool purpose)
- WAC 357-46-095 (transition pool eligibility)
- WAC 357-46-110 (transition review period)
- WAC 357-46-115 (transition review period n/a)
- WAC 357-46-185 (prob notice req)
- WAC 357-52-010 (appeals)

Effective date: [Date](#)

History: This policy updates the previous version, dated [May 6, 2020](#). [HR-402 was previously updated](#) February 1, 2017, ~~This replaces~~ previous version ~~HR Policy~~ BP#127. ~~The EWSHS Board of Trustees adopted final changes on May 6, 2020.~~

Approved by: EWSHS Board of Trustees

Policy Statement

~~The~~ **EWSHS** is committed to attracting and retaining a workforce that contributes to the organization's mission, vision, values, and goals, with the primary focus placed on excellence in performance. While commitment to the organization is valued, the successful performance of its employees is what ensures the organization's success. Layoff is not viewed as a disciplinary action within ~~the~~ **EWSHS** and the agency will only implement a layoff for reasons permitted by the Washington Administrative Code (WAC).

Reasons include, but are not limited to:

1. Lack of funds.

2. Lack of work.
3. Organizational change.

Examples of layoff actions due to lack of work may include, but are not limited to:

1. Availability of fewer positions than there are employees entitled to such positions.
2. Employee's ineligibility to continue in a position following its reallocation to a class with a higher salary range maximum.
3. Employee's ineligibility to continue, or choice not to continue, in a position following its reallocation to a class with a lower salary range maximum.
4. Elimination of a position due to the work of the position being competitively contracted.
5. Termination of a project or special employment.

NOTE: Nothing in the layoff policy and procedures shall be construed to negate the rights of ~~the~~ **EWSHS** to transfer, promote, demote, dismiss or separate any employee of any employment status in any manner permissible under the Civil Service Rules.

Definitions

Agency Executive Director – The director of ~~the~~ **EWSHS** functioning with the authority to set agency direction and implement internal policy.

Comparability of Positions – Comparable positions in the layoff unit for full-time positions are 40 hours per week. Comparability for part-time positions is less than 40 hours per week. Comparability of positions in the layoff unit also means the same shift and the same geographic location.

Director – The state ~~Human Resources~~ **Director** within the ~~state~~ **Office** of ~~Financial~~ **Management** functioning with the authority to set state-wide direction through rule making authority.

General Government Transition Pool (GGTP) – The purpose of the transition pool program is to minimize the effects of staff reductions on general government employees while meeting needs of general government employers to fill vacant positions. This program is administered by the Department of Enterprise Services and is available to eligible general government employees as defined in WAC 357-46-095.

Layoff – An EWSHS-initiated action taken in accordance with WAC 357-46-010 that results in: (1) separation from service with EWSHS; (2) employment in a class with a lower salary range maximum; (3) reduction in the work year; or (4) reduction in the number of work hours.

Layoff Unit – This is a clearly identified structure within an employer's organization within which layoff options are determined in accordance with the employer's layoff procedure. Layoff units may be a series of progressively larger units within an employer's organization.

Transition Review Period – A six-month evaluation period that allows the employer and employee to determine whether a placement into a position as a layoff option or appointment to a position from a layoff list or the GGTP is a good match. This is not required in all cases; refer to WAC 357-46-110 & 115.

Alternatives Prior to Implementing a Layoff

~~In order to~~ Before initiating a layoff and ~~To~~ diminish ~~the~~its impacts ~~of layoff~~, **EWSHS** will consider alternative actions whenever practical and when such actions do not disrupt business operations, ~~the EWSHS will consider the viability of alternative actions before initiating a layoff~~. These actions include, but are not limited to:

- Voluntary employee transfer.
- Voluntary reduced schedules.
- Voluntary leave without pay.
- Vacancy management.

Identifying ~~Different Sections Within the Agency as Individual~~ Layoff Units

To keep from unduly restricting its employees during a layoff, ~~the~~ **EWSHS** will be considered one single layoff unit, with the exception of projects or special employment programs. Each project will be a separate and exclusive layoff unit. Additionally, special employment programs will be separate and exclusive layoff units.

~~Identifying Certain Positions Within the Agency~~ that will Not be Impacted by Layoff

Prior to implementing a layoff action, the ~~agency~~Executive Director may exclude certain positions from the layoff based on legitimate business requirements. Such business requirements may include circumstances or characteristics that render a position or group of positions vital to business continuity such as meeting critical deadlines, research progress, or the implementation of legislation.

Determining Which Positions Will be Abolished or Vacated in the Event of a Layoff ~~Becomes Necessary~~

The ~~agency~~Executive Director will make all final decisions regarding which positions are to be abolished or vacated. These decisions will be made without prejudice according to ~~the established~~ procedures ~~that are~~ consistent with WAC 357-46. Once the decisions have been made, the Employee Retention Rating (ERR) will determine the order in which layoffs occur.

Calculating Employment Retention Ratings (ERR)

~~For the EWSHS a~~An employee's ERR is determined using seniority in years, months, and days as calculated in WAC 357-46-055.

Veterans Preference

Eligible veterans will receive preference by having seniority increased to include the eligible veteran's total active military service, not to exceed five years, to their unbroken service date. For more information on eligibility refer to WAC 357-46-060.

Breaking a Tie When More Than One Employee Has the Same ERR

Ties in seniority will be broken by first measuring the employee's last continuous time within their current classification. If a tie still exists, the agency will measure the employee's last continuous time in the current agency. If a tie still exists, the agency will draw lots.

Notifying Employees of a Layoff

Per WAC 357-46-025, probationary employees being separated due to layoff must receive at least one calendar day's notice. See WAC [357-46-185](#).

Permanent employees being laid off must receive at least fifteen calendar days' notice, unless the employer and employee agree to waive the fifteen-day notice period.

The layoff notice shall be in writing and include the following:

1. The reason or basis for the layoff.
 2. The employee's layoff options as outlined in WAC 357-46-035, including any requirement for the employee to serve a transition review period.
 3. The specific layoff list(s) that the employee is entitled to request placement on according to WAC 357-46-070 and 357-46-080 and information on how to request placement on the statewide layoff list.
 4. The date by when the employee must select a layoff option.
 5. The employee's right to appeal the layoff.
-

Identifying Layoff Options for Employees Whose Positions are Subject to Layoff

~~The~~ EWSHS will determine the layoff options as outlined in WAC 357-46-035 below:

1. What option does a permanent employee have to take a position when the employee is scheduled for layoff?

~~EWSHS will identify a position, if available, within the layoff unit, for a permanent employee scheduled for layoff when must be offered the option to take a position, if available, that meets the following criteria are met:~~

- ~~a. The position is comparable to the employee's current position as defined by the employer's layoff procedure.~~
- ~~b. The employee satisfies the competencies and other position requirements.~~
- ~~c. The position is funded and vacant or if no vacant funded position is available, the position is occupied by the employee with the lowest employment retention rating.~~

Positions will be considered in the following order:

The position is allocated to the class in which the employee holds permanent status at the time of the layoff. If no option to a position in the current class is available, the employee's option is to a position in a class in which the employee has held permanent status that ~~is at~~ has the same salary range maximum. If the employee has no option to take a position at the same salary range maximum, the employee must be given an opportunity to take a position in a lower class in a class series in which the employee has held permanent status, in descending salary order. The employee does not have to have held permanent status in the lower class of the series ~~in order to~~ to be offered the option to take a position in the class.

- ~~a. The position is comparable to the employee's current position as defined by the employer's layoff procedure.~~
- ~~a. The employee satisfies the competencies and other position requirements.~~
- ~~a. The position is funded and vacant or if no vacant funded position is available, the position is occupied by the employee with the lowest employment retention rating.~~

2. What if the employee has no option under subsection (1)?

If a permanent employee has no option available under subsection (1) of this section, ~~the employer must~~ EWSHS will determine if there is an available position in the layoff unit to offer the employee in lieu of separation that meets the ~~following~~ criteria in the following order:

- ~~a. The position is at the same or lower salary range maximum as the position from which the employee is being laid off.~~
- ~~b. The position is vacant or held by a probationary employee or an employee in a nonpermanent appointment.~~
- ~~c. The position is comparable or less than comparable; and.~~

- d. The position is one for which the employee meets the competencies and other position requirements.

If more than one qualifying position is available, the position with the highest salary range maximum is the one that must be offered.

3. What happens when a class in which the employee previously held permanent status has been revised or abolished?

- a. If a class in which an employee has previously held permanent status has been revised or abolished, the employer shall determine the closest matching class to offer as a layoff option. The closest matching class must be at the same or lower salary range maximum as the class from which the employee is being laid off.
- b. ~~For~~If an employees ~~who~~previously held permanent status in any abolished information technology (IT) classes, and it has been determined that the closest matching class falls within the information technology professional structure (ITPS), the employee will have layoff options in any class within the ITPS with the same or lower salary range maximum and meets the criteria in accordance with WAC 357-46-035. To determine the closest matching class to offer, EWSHS ~~an employer~~ may use the IT Assessment form along with any other documentation to determine the closest matching class to offer as a layoff option.

4. Does an employee have layoff option rights as provided in subsection (1) of this section to classifications the employee held permanent status in prior to any breaks in state service?

General government employees have layoff option rights as provided in subsection (1) of this section to classifications the employee has held permanent status in regardless of any breaks in state service.

~~Number of Days Employees Have~~ Timeline to Accept or Reject a Layoff Option ~~and Who They Notify of Their Choice~~

An employee has five (5) business days to respond in writing to the human resource representative.
(NOTE: Failure to respond to the human resource staff within five (5) business days will be regarded as a rejection of the option(s).)

Determining Comparability in Positions When Identifying Layoff Options for Employees

In determining position comparability, ~~the~~ EWSHS will consider shift times, geographic location, and hours per week.

Determining Competency and Other Position Requirements

Per WAC 357-46-045, competency and other position requirements are determined by:

1. Licensing or certification requirements.
2. Position description.
3. Class specification.
4. Information technology professional structure evaluator's handbook.
5. Skills and competencies listed on the position's most recent recruitment announcement or the last announcement used to fill the position.
6. Bona fide occupational requirement(s) approved by the Washington Human Rights Commission.
7. Additional documented competencies or requirements not reflected in the position description.

Transition Review Period When Accepting a Layoff Option

An employee [appointed to a position through the layoff process](#) may be asked to complete a six-month transition review period by their supervisor or manager. However, an employee who is being appointed to a comparable position with the same job duties as the position the employee held permanent status in prior to the layoff does not need to complete a transition review period. ~~The employer~~ EWSHS determines the comparability of the position.

Permanent Classified Employee Appeal Process

Any permanent Washington General Service employee subject to the statutory jurisdiction of the Personnel Resources Board may appeal directly to the Personnel Resources Board, for a violation of state civil service law or rules relating to a layoff action, excluding removal from a layoff list. For removal from a layoff list, the employee may appeal to the Personnel Resources Board by filing written exceptions to the director's review determination.

Primary Roles and Responsibilities ~~with the EWSHS if a Layoff is Necessary~~

Role	Responsibilities
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Agency Executive Director	Determine which areas of the EWSHS will be impacted due to a layoff and how they will be impacted.
Department of Enterprise Services (DES) HR Consultant HR Business Partner	- Ensure that seniority dates are correct for affected employees. - Compute ERRs for employees within affected layoff unit(s).
Agency Executive Director & DES HR Consultant HR Business Partner	Identify layoff options for employees in positions selected for layoff or who are affected by layoff.
DES HR Consultant HR Business Partner	- Provide written notification to affected permanent employees at least fifteen (15) calendar days prior to the layoff action, and at least one (1) calendar day prior for probationary employees being separated due to the layoff. Notification will contain the following: - The reason and basis for the layoff. - Layoff options identified for the individual employee including the requirement for the employee to serve a transition review period if applicable. - The specific layoff list(s) that the employee is entitled to request placement upon and information on how to request placement on the statewide layoff list. - The date by when the employee must select a layoff option, usually within five (5) business days. - A statement of the employee's right to appeal the layoff.
Supervisor/ DES HR Consultant HR Business Partner	- Hand deliver the layoff notification as closely as possible to the beginning of a scheduled business day. (NOTE: The delivery date will constitute the first calendar day of the notice.) - When hand delivery is not possible, mail the layoff notification via certified mail at least sixteen (16) calendar days prior to the layoff. (NOTE: The day after the postmark will constitute the first calendar day of the notice.)
DES HR Consultant HR Business Partner	Record the date of the layoff notification delivery.
DES HR Consultant HR Business Partner	- Add affected employee names to any applicable internal layoff lists effective the same date as the layoff notification delivery. - Upon employee request, coordinate the employee placement on the state layoff list and the general government transition pool program.
Employee	Advise the HR staff Business Partner by completing and submitting the document which indicates acceptance or rejection of the options provided in the layoff notification within five (5) business days.

	(NOTE: Failure to respond to the HR staff within the prescribed time limit will be regarded as a rejection of the option(s).) ▪ Email the DES HR Business partner to apply for inclusion on the statewide layoff list maintained by the Department of Enterprise Services. ▪ Email the DES HR Business Partner to apply for the GGTP.
AgencyExecutive Director & DES HR ConsultantHR Business Partner	▪ Proceed forward with the layoff action and provide information and assistance to affected employees.

Policy No. HR-403

Layoff Policy for Washington Management Service Employees

Applies to: All Washington Management Service (WMS) employees of ~~the~~ Eastern Washington State Historical Society (EWSHS).

References that apply to this policy: Listed below are some, but not all, applicable governing requirements. Note: Laws and rules may change over time and such changes may take precedence over this policy.

- WAC 357-58-065 (definitions)
- WAC 357-58-438 (layoff impact)
- WAC 257-58-440 (notice)
- WAC 357-58-445 (reasons)
- WAC 357-58-455 (layoff)
- WAC 357-58-460 (procedure)
- WAC 357-58-465 (options)
- WAC 357-58-470 (employee retention rating)
- WAC 357-58-475 (veterans preference)
- WAC 357-58-505 (appeals)
- WAC 357-58-550 through 555 (temporary layoffs)
- WAC 357-46-055 (seniority)
- WAC 357-46-090 (GGTP)
- WAC 357-52-010 (appeals)

Effective date: Date

History: This policy updates ~~the a previous~~ version dated May 6, 2020, which was previously updated of the policy dated February 1, 2017. HR-403 replaced~~This replaces previous version HR Policy BP#128. The EWSHS Board of Trustees adopted final changes on May 6, 2020.~~

Approved by: EWSHS Board of Trustees

Purpose

The purpose of this policy is to define the EWSHS permanent layoff procedure. This policy only details procedures applicable to permanent layoffs. Temporary layoffs are discussed in WAC 357-58-550 through 555 and not further detailed in this policy.

NOTE: Nothing in this layoff policy and procedure shall be construed to negate the rights of ~~the~~ EWSHS to transfer, promote, demote, dismiss, or separate any employee of any employment status in any manner permissible under the Civil Service Rules.

Definitions

Agency Executive Director – The director of ~~the~~ EWSHS functioning with the authority to set agency direction and implement internal policy.

General Government Transition Pool (GGTP) – Per WAC 357-46-090, the purpose of the transition pool program is to minimize the effects of staff reductions on general government employees while meeting needs of general government employers to fill vacant positions.

Layoff Unit – Per WAC 357-58-065(8), “layoff unit” is a clearly identified structure within an employer's organization within which layoff options are determined in accordance with the employer's layoff procedure. Layoff units may be a series of progressively larger units within an employer's organization.

Eligible Veteran – Any permanent employee who:

1. Has one or more years in active military service in any branch of the armed forces of the United States or who has less than one year's service and is discharged with a disability incurred in the line of duty or is discharged at the convenience of the government; and
2. ~~Has received, U~~pon termination of such service has received a qualifying discharge.
 - a. ~~An honorable discharge;~~
 - a. ~~A discharge for physical reasons with an honorable record; or~~
 - a. ~~A release from active military service with evidence of service other than that for which an undesirable, bad conduct, or dishonorable discharge is given.~~

"An eligible veteran" does not include any person who as a veteran voluntarily retired with twenty (20) or more years' active military service and has military retirement pay in excess of five hundred dollars per month.

Employment Retention Rating (ERR) – An employee's employment retention rating is used when identifying layoff options. ~~The employer~~EWSHS determines an employee's employment retention rating using seniority as calculated in WAC 357-46-055. ~~Employers with performance management confirmation may consider properly documented performance in addition to seniority. If performance is not considered, an employee's employment retention rating is equal to the employee's seniority.~~

Layoffs - Layoff is an employer-initiated action taken in accordance with WAC 357-58-445 that results in:

1. Separation from service with an employer;~~;~~
2. Employment in a WMS position with a lower salary standard or evaluation points or a Washington General Service (WGS) position with a lower salary range maximum; ~~or;~~
3. Reduction in the number of work hours.

Washington General Service (WGS) - The system of personnel administration that applies to classified employees or positions under the jurisdiction of chapter 41.06 RCW which are not exempt under RCW 41.06.070 and which do not meet the definition of manager found in RCW 41.06.022.

Washington Management Service (WMS) - The system of personnel administration that applies to classified managerial employees or positions under the jurisdiction of RCW [41.06.022](#) and [41.06.500](#).

Policy Statement

~~The~~ EWSHS is committed to attracting and retaining a workforce that contributes to the organization's mission, vision, values, and goals, with the primary focus placed on excellence in performance. While commitment to the organization is valued, the successful performance of its employees is what ensures the organization's success. Layoff is not viewed as a disciplinary action within ~~the~~ EWSHS and the agency will only implement a layoff for reasons permitted by the Washington Administrative Code (WAC).

Reasons include, but are not limited to:

1. Lack of funds.
2. Lack of work.
3. Organizational change.

Examples of layoff actions due to lack of work may include, but are not limited to:

1. Termination of a project or special employment.
2. Availability of fewer positions than there are employees entitled to such positions.
3. Elimination of a position when the work of the position has been competitively contracted.
4. Employee's ineligibility to continue in a position which has been reallocated to the WGS.

~~Other~~ Alternatives ~~Considered~~ Prior to Implementing a Layoff

Before initiating a layoff and ~~In order~~ to diminish ~~the~~its impacts ~~of layoff~~, EWSHS will consider alternative actions whenever practical and when actions do not disrupt business operations, ~~the EWSHS will consider the viability of alternative actions before initiating a layoff~~. These actions include, but are not limited to:

1. Voluntary employee transfer.
2. Voluntary demotion.
3. Voluntary reduced schedules.
4. Voluntary leave without pay.
5. Vacancy management.

Identifying Layoff Units

To keep from unduly restricting its employees during a layoff, ~~the~~ EWSHS will be considered one single layoff unit, with the exception of projects or special employment programs. Each project will be a separate and exclusive layoff unit. Additionally, special employment programs will be separate and exclusive layoff units.

Positions that will Not be Impacted by Layoff

Prior to implementing a layoff action, the ~~agency~~Executive Director may exclude certain positions from the layoff based on legitimate business requirements. Such business requirements may include circumstances or characteristics that render a position or group of positions vital to business continuity such as meeting critical deadlines, research progress, or the implementation of legislation.

Determining Positions that will be Abolished or Vacated in the Event of a Layoff

The ~~agency~~Executive Director will make all final decisions regarding which positions are to be abolished or vacated. These decisions will be made without prejudice according to ~~the established~~ procedures ~~that are~~ consistent with WAC 357-58. Once the decisions have been made, the Employee Retention Rating (ERR) will determine the order in which layoffs occur.

Permanent Employee Options When Scheduled for Layoff

Under WAC 357-58-465:

1. Within the layoff unit, a permanent employee scheduled for layoff from a WMS position must be offered the option to take a position, if available, that meets the following criteria:
 - a. The employee has the required competencies for the position.
 - b. The WMS position is at the same salary standard and/or evaluation points. If no option to a position with the same salary standard and/or evaluation points is available, the employer must consider other WMS positions with a lower salary standard and/or evaluation points, or general service positions in accordance with WAC 357-46-035-(1) in descending salary order if the employee has held permanent status in a WGS classification. At the agency's discretion, the employee may be offered a vacant position at higher evaluation points.
 - c. The position being offered as the option is funded and vacant. If no vacant position is available, the position being offered as the option must be occupied by the employee with the lowest retention rating.
 2. If a permanent employee has no options available under subsection (1) of this section, the employer must determine if there is an acting position in the layoff unit for which the employee is qualified.
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Calculating Employment Retention Ratings (ERR)

~~For the EWSHS a~~An employee's ERR is equal to the employee's seniority (in years, months, and days) as calculated in WAC 357-46-055.

Veterans Preference

Eligible veterans will receive preference by having seniority increased to include the eligible veteran's total active military service, not to exceed five (5) years, to their unbroken service date. The surviving spouse or surviving registered domestic partner of an eligible veteran is entitled to veteran's seniority preference for up to five years as outlined above regardless of whether the veteran had at least one year of active military service.

Breaking a Tie When More Than One Employee Has the Same ERR

Ties in seniority will be broken by first measuring the employee's last continuous time within their current classification. If a tie still exists, the agency will measure the employee's last continuous time in the current agency. If a tie still exists, the agency will draw lots.

Layoff Notification

Permanent employees must receive at least fifteen (15) calendar days written notice of layoff, except when the employer and employee agree to waive the fifteen (15) day notice. Notice of layoff must include the reason or basis for layoff and the employee's right to appeal the layoff. WMS employees without permanent status must receive at least one calendar day's written notice of layoff.

Timeline to Accept or Reject a Layoff Option

The layoff letter specifies how long an employee has to select a layoff option and how they are to respond. In most cases, this will be five (5) business days from the date the layoff notice letter was delivered. Failure to respond within the specified timeframe will be regarded as a rejection of the option(s).

WMS Employee Appeal Rights

Any permanent employee in a WMS position who is laid off, dismissed, suspended, demoted, or separated, ~~whose position has been reassigned beyond a reasonable commute without agreeing to the reassignment~~, or whose base salary is reduced may appeal in accordance with [Chapter 357-52 WAC](#). [A determination of which WMS positions will be eliminated in a layoff action is not subject to appeal](#). Any WMS employee who is adversely affected by a violation of the state civil service law (chapter [41.06 RCW](#)) or the civil service rules pertaining to WMS employees (chapter [357-58 WAC](#)) may appeal in accordance with chapter [357-52 WAC](#). The conclusion of an acting appointment is not subject to

appeal.

Primary Roles and Responsibilities ~~for WMS Layoff Procedure with the EWSHS~~

Role	Responsibilities
Agency <u>Executive Director</u>	Determine which areas of the EWSHS will be impacted due to layoff and how they will be impacted.
Agency <u>Executive Director & DES HR Consultant</u> <u>HR Business Partner</u>	- Ensure that seniority dates are correct for affected employees. - Compute ERRs for employees within affected layoff unit(s).
Agency <u>Executive Director & DES HR Consultant</u> <u>HR Business Partner</u>	Identify layoff options for employees in positions selected for layoff or who are affected by layoff.
DES HR Consultant <u>HR Business Partner</u>	- For layoff of permanent WMS employee, provide at least fifteen (15) calendar day's written notification prior to layoff action. Notification will contain the following: - The reason or basis for layoff. - A statement of the employee's right to appeal the layoff.
Supervisor/DES HR Consultant <u>HR Business Partner</u>	- For layoff of a permanent WMS employee hand-deliver layoff notification as closely as possible to the beginning of a scheduled business day. NOTE: Delivery date will constitute the first calendar day of notice. - When hand delivery is not possible, mail layoff notification via certified mail at least sixteen (16) calendar days prior to layoff. NOTE: The day after postmark will constitute the first calendar day of notice.
DES HR Consultant <u>HR Business Partner</u>	Record the date of layoff notification delivery.
DES HR Consultant <u>HR Business Partner</u>	- Add affected employee names to any applicable internal layoff lists effective the same date as layoff notification delivery. - Upon employee request, coordinate employee placement on the state layoff list and general government transition pool program.
Employee	- Advise the DES HR Consultant<u>HR Business Partner</u> by completing and submitting the document which indicates acceptance or rejection of the options provided in the layoff notification within five (5) business days. <u>Email the DES HR Business partner to apply for inclusion on the statewide layoff list maintained by the Department of Enterprise Services.</u> <u>Email the DES HR Business Partner to apply for the GGTP.</u>

	▪ NOTE: Failure to respond to the HR Staff within the prescribed time limit will be regarded as a rejection of the option(s).
Agency <u>Executive</u> Director & DES HR Consultant <u>HR Business</u> Partner	▪ Proceed forward with the layoff action and provide information and assistance to affected employees.

Policy No. HR-407

Flexible Work Schedule

Applies to: all employees of ~~the~~ Eastern Washington State Historical Society (EWSHS).

References that apply to this policy: Listed below are some, but not all, applicable governing requirements. Note: Laws and rules may change over time and such changes may take precedence over this policy.

- Fair Labor Standards Act (FLSA)
- RCW 41.04.390, Flexible-time work schedules
- WA Executive Order 14-02, Expanding telework and flexible work hours
- WAC 357-28-225, Developing flexible time schedules
- WAC 357-28-230, Assignment or reassignment to a flex schedule
- WAC 357-28-235, Employee requests
- WAC 357-28-252, Changing an OT eligible employee's assigned hours

Effective date: Date

History: This [policy updates HR-407, approved on March 4, 2020, which](#) replaced~~s~~ previous version HR Policy BP#132.

Approved by: EWSHS Board of Trustees

Purpose

To enhance employee satisfaction and productivity by allowing a flexible work schedule when it is consistent with fulfilling the work requirements of the employee and the mission of ~~the~~ EWSHS.

Definitions

Standard Working Hours: Standard hours are a total of 40 work hours per week, consisting of Monday to Friday, 8:30 am to 5:00 pm with a half hour for lunch.

Flexible-time work schedule - Any schedule of work hours [totaling 40 work hours per week approved by the supervisor or manager](#) that is other than the standard working hours, [and which is approved by the supervisor or manager](#).

Policy Statement

~~The EWSHS~~ supports flexible scheduling when ~~this option is~~ consistent with program needs. Adoption of flexible schedules must not diminish the agency's ability to meet its obligations or provide services to the public.

~~The legislature finds that flexible-time work schedules, which provide varying times for employees to arrive at and depart from work, tend to alleviate traffic congestion during peak rush hour periods and thereby reduce hazardous traffic conditions, provide more efficient use of highways and other transit facilities, and decrease fuel consumption. In addition, the legislature finds that flexible-time work schedules provide families the flexibility to provide for day care, spend more time with their families, improve employee morale and improve productivity. Therefore, due to the clear advantages to both agencies and employees, the legislature finds that flexible-time work schedules should be utilized by agencies to the maximum extent possible.~~

Any employee may request an alternate schedule. The [employee's](#) immediate supervisor may approve or deny the request based on the work requirements of the [employee's](#) position and unit, the provisions of WAC 357-28, and [subject to review and](#) final authorization of the ~~agency~~[Executive Director](#). While a flexible work schedule can be beneficial to the agency and employees and will be given serious consideration when requested, it is not an employee entitlement.

Criteria for a flexible work schedule are as follows:

- The flexible work schedule will not negatively affect the ability of the employee or unit to provide services and carry out the agency mission.
- The flexible work schedule will not negatively affect customers or coworkers.
- The flexible work schedule provides appropriate break and lunch periods for overtime eligible employees.
- The flexible work schedule is consistent with WAC 357-28 and Fair Labor Standards Act (FLSA) requirements.
- The flexible work schedule serves to support a legitimate and valued need of the employee(s).
- The flexible work schedule supports effective department employee attraction, retention, morale, and productivity strategies.

All ~~approved requests for~~ changes in work schedule must be submitted to the ~~payroll office or human resource~~[People and Culture Manager](#) ~~representative~~ on the Work Schedule/Shift Change Notice form found on the Department of Enterprise Services (DES) website.

Supervisors may designate ~~a~~ standard working hours or flexible work schedule as a requirement for specific position(s) or assignment when this is necessary to carry out the work of the position(s). A supervisor who is designating or changing a schedule must consult with the ~~DES HR Consultant~~ [People and Culture Manager](#) to ensure notification requirements are met.

Expectations

–Employees are expected to meet all of their job responsibilities, including providing services to customers, regardless of whether the employee's schedule is Standard or Flexible.

The supervisor is expected to ensure that all of the employee's work responsibilities are being met. The supervisor may discontinue a flexible work schedule arrangement if the employee's job responsibilities are no longer being met or if changes occur and conflict with criteria for approving the schedule.

Employees who request a flexible work schedule and are denied may address their concerns to the AgencyExecutive Director or ~~their~~ designee, who will have the final decision.

Primary Roles and Responsibilities ~~for requesting and approving Flexible Work Schedules within EWSHS~~

Role	Responsibilities
Employee	Requests flexible schedule or schedule change in writing using the work schedule form.
Supervisor/ Manager	Reviews <u>employee</u> request, considering work needs, agency policy, WAC and FLSA requirements. Recommends <u>approval of</u> request to the <u>Executive</u> Director or denies request. Forward <u>s</u> approved signed flexible work schedule change form to payroll office for processing.
DES HR Consultant <u>People and</u> <u>Culture</u> <u>Manager</u>	Answers questions from supervisor or employee regarding flexible schedules. Informs supervisor of any problems or need for changes <u>with requested schedule</u> .
AgencyExecutive Director or Designee	Reviews recommendation <u>as needed</u> and makes a final decision on the request.