

**WASHINGTON STATE COMMUNITY COLLEGE DISTRICT 17**

**January 21<sup>st</sup>, 2025**

**NOTICE OF WORK SESSION MEETING**

*(Notice Date: Wednesday, January 15<sup>th</sup>, 2025)*

The Community Colleges of Spokane Board of Trustees will hold a Work Session meeting on Tuesday, January 21<sup>st</sup>, 2025 beginning at 8:30 AM.

The work session meeting will take place in person at Spokane Community College, 1810 North Greene Street, Spokane, Washington as well as a virtual space.

To connect to the January 21<sup>st</sup> meeting virtually, go to:

[Join Zoom Meeting](#)

Meeting ID: 872 9044 1312

Passcode: 731172

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

<http://ccs.spokane.edu/About-Us/Leadership/Board-of-Trustees/Board-Minutes>

### **CCS MISSION**

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

### **CCS VISION**

Providing the best community college experience in the Northwest.

### **CCS VALUES**

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

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

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

# Washington State Community College District 17

Spokane Community College  
1810 N. Greene St.  
Spokane, WA 99217

## [Join Zoom Meeting](#)

Meeting ID: 872 9044 1312  
Passcode: 731172

Work Session Meeting  
Tuesday, January 21, 2025

## AGENDA

Trustee Todd Woodard; Chair  
Trustee Anna Franklin, Trustee Glenn Johnson, Trustee Steve Yoshihara  
8:30 a.m. – 11:00 a.m.

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

01/21/2025

### Work Session Meeting Agenda

8:30a	<b>1. Opening of Session/Land Acknowledgement</b> ↳ Todd Woodard, Chair		<b>Action</b>
8:35-8:45a	<b>2. Consent Agenda</b> a. Board Minutes – 12/17/2024, Regular Meeting b. Capital Projects – Nichole Hanna c. Budget and Expenditures – Linda McDermott d. Head Start – Bobbi Woodral	<b>Tab 1</b>	<b>Report</b>
8:45-9:00a	<b>3. Strengthening Community College Grant</b> ↳ Jennie Martin, SCC ↳ Jaclyn Jacot, SCC ↳ Julie Parks, Spokane Colleges	<b>Tab 2</b>	<b>Report</b>
9:00-9:15a	<b>4. Strategic Plan Update</b> ↳ Lori Hunt, Spokane Colleges	<b>Tab 3</b>	<b>Report</b>
9:15-9:35a	<b>5. Rebranding Update</b> ↳ Melanie Rose, Spokane Colleges	<b>Tab 4</b>	<b>Report</b>
9:35-9:40a	<b>6. Alert of Tenure Consideration</b> ↳ Fred Davis, Spokane Colleges	<b>Tab 5</b>	<b>Report</b>
	<b>7. Executive Session</b>		
	<b>8. Adjournment</b>		

Next Meeting will be Tuesday, February 18, 2025 at 8:30 a.m.  
Spokane Falls Community College, 3410 W Whistalks Way,  
Spokane, WA 99224 with a Zoom option

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

Prepared by: Breanne Riley  
Executive Assistant to the Chancellor

Presented by: Todd Woodard  
Chair, Board of Trustees  
January 21, 2025

**ACTION: APPROVAL OF CONSENT AGENDA**

**BACKGROUND**

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

**AGENDA ITEMS**

- a. Board Minutes Approval - 12/17/2024
- b. Capital Projects - Nichole Hanna
- c. Budget and Expenditures - Linda McDermott
- d. Head Start - Bobbi Woodral

**RECOMMENDATION**

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

Prepared by: Breanne Riley  
Executive Assistant to the Chancellor

Presented by: Trustee Todd Woodard  
Chair, Board of Trustees  
January 21, 2025

**ACTION: APPROVAL OF MEETING MINUTES**

**RECOMMENDATION**

It is recommended that the Board of Trustees of Washington State Community College District 17 approve the minutes from the December 17, 2024 meeting, as presented.

Prepared by: Breanne Riley  
Executive Assistant to the Chancellor  
January 21, 2025

**Minutes of the Board of Trustees Meeting**  
**Washington State Community College District 17**  
**Regular Meeting**  
**December 17, 2024**  
**8:30am**  
**Spokane Falls Community College**  
**In Person and Zoom Option**

**Present:** Trustee Todd Woodard, Trustee Glenn Johnson, Trustee Steve Yoshihara. Also present: Kevin Brockbank, Kimberlee Messina, Patrick Tanner, Linda McDermott, Fred Davis, Lori Hunt, Nichole Hanna, Melanie Rose, Abigail Affholter, Jim Mohr, Patrick McEachern, Jaclyn Jacot, Bobbi Woodral, Julie Parks, Alison Cooley, Bonnie Glantz, Ward Kaplan, Lexii Locke, Beverly Daily, Brenda Schreiber, Mark Rabon, Carrie Culver, Breanne Riley (recording secretary).

**Excused:** Anna Franklin, Jenni Martin, Grace Leaf, Katella DeBolt, Katie Satake, Christina MitmaMomono, Austin Dehlin

**Call to Order**

The Board of Trustees of Washington State Community College District 17 held a regular meeting on Tuesday, December 17, 2024. Trustee Woodard called the meeting to order at 8:35am. This was followed by the Pledge of Allegiance and roll call. It was announced that the meeting was open to the public. Individuals interested in addressing the Board were encouraged to speak up during the public comment section. The Native Land Acknowledgement was given by Trustee Woodard.

**Title IX WAC Public Hearing**

**Mr. Patrick McEachern** stated that the public hearing for Spokane College's proposal to amend Chapter 132Q-10 WAC standard of conduct for students will be facilitated and he would serve as the presiding officer. Mr. McEachern reviewed the proposed changes to the chapter. The hearing was then opened to any public comments, to which there were none. The motion to approve was so moved by Trustee Johnson, seconded by Trustee Yoshihara, and approved unanimously by the Board.

**SFCC Celebrating Student Success**

**Ms. Brenda Schreiber** gave a brief introductory of the Gateway to College program. Mr. Matthew Rabon reviewed the history of the Gateway to College program at SFCC. Ms. Schreiber reviewed the services that are offered within the program. Mr. Rabon explained the lifestyle of a gateway student. Ms. Brenda Schreiber shared the story of a former student and his journey with the program, he now has successfully completed

the program, graduated from SFCC, and is currently applying for jobs at Spokane Colleges. Trustee Woodard requested to be invited to the next Gateway to College graduation and then stated that the program is changing lives. Trustee Yoshihara asked what the ages are of the students enrolled in the program. Trustee Johnson asked how the Gateway to College programs serve the rural areas in the Spokane Colleges region. Ms. Beverly Daily inquired about those in the program being enrolled in college level courses. Trustee Woodard asked if there was a breakdown of the degrees pursued within the program and if the program was able to accept referrals. Trustee Johnson asked if the students were counseled in terms of the trades and potential income earned after certification is attained. Trustee Yoshihara asked if the program was offered at SCC or if it was exclusive to SFCC. Trustee Woodard asked if students were tracked after they completed the program. Ms. Schreiber shared student stories in the program and how the program has changed their lives. Trustee Woodard thanked Ms. Schreiber and Mr. Rabon for the work that they do.

### **PUBLIC COMMENT**

There was no public comment.

### **CONSENT AGENDA**

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

- a. Minutes of the November 12, 2024 Regular Meeting
- b. Capital Projects Status – Ms. Nichole Hanna
- c. Budget and Expenditures – Dr. Linda McDermott
- d. Head Start Updates – Ms. Bobbi Woodral

Trustee Woodard noted that former Trustee Mike Wilson was not in attendance at the November 12 Board meeting and asked that the minutes be amended to reflect the correct attendees. Trustee Johnson asked if Spokane Colleges would qualify for any state funds with the new HVAC equipment that was being installed. Trustee Woodard asked if Spokane Colleges was working with Avista for any grants. The motion to approve the amended consent agenda was so moved by Trustee Johnson, seconded by Trustee Yoshihara, and approved unanimously by the Board.

### **Board of Trustees 2025 Committee Assignments**

Trustee Woodard noted that the District Finance and Legislative Advisory Committee is now the Budget Planning Advisory Committee. Dr. Brockbank shared that he is filling the Board members assignment on the Head Start policy council until the new Trustee is assigned, then the new Trustee will be the primary for the Head Start



council. The motion to approve the committee assignments was so moved by Trustee Johnson, approved by Trustee Yoshihara, and approved unanimously by the Board.

### **Human Resources Update**

**Mr. Fred Davis** reviewed the talent management goals for Spokane Colleges. Trustee Yoshihara asked what the Cande Award was and Trustee Woodard asked who organized the award. Mr. Davis then reviewed the focuses on career development, recognition, pay and benefits, leadership and planning, relationship with supervisors, and communication. Mr. Davis explained the Human Resources focus timeline. The current recruiting process was reviewed as well as the new recruiting processes. Mr. Davis then reviewed the expected outcomes and priorities from the new recruiting process. Mr. Davis presented a call to action from fellow Spokane Colleges team members. Trustee Woodard asked what the current retention rate at Spokane Colleges was. Trustee Yoshihara asked how the diversity rate was amongst employees and new hires. Trustee Johnson asked if the final interviews for candidates were held in person or via Zoom. Trustee Woodard then asked if the job posting platforms were tracked.

### **Budget and Planning Update**

**Dr. Linda McDermott** explained the logistics of the budget overview to the Board. Dr. McDermott reviewed the FY25 budget planning priorities as well as the revenue and expenses summary. Trustee Yoshihara asked if Spokane Colleges would hit the initial budget. The summary of expenditures by type and the summary by colleges and department/operating units were then reviewed for the Board. Dr. McDermott reviewed the combined state funded enrollment budget as well as the combined forecasted Running Start enrollment. The FY2025-26 initial budget planning, higher education within the state operating budget, and the 2023-25 biennial budget for state funding of higher education were reviewed. Dr. McDermott then explained the draft FY2025-26 planning and guidelines. The annual budget and planning cycle was reviewed followed by the next steps for FY 2025-26 planning. Trustee Woodard expressed his appreciation to Dr. McDermott and her team.

### **BREAK**

**The meeting was reconvened at 10:40a**

### **Chancellor's Report**

**Dr. Kevin Brockbank, Chancellor** thanked district cabinet for their resilience and recognized particularly the new cabinet members and what they have brought to the group. Dr. Brockbank then thanked the administrators and executives for their work as well as faculty for their work with the students. Dr. Brockbank thanked the staff at Spokane Colleges for the contributions. The Riverpoint building is in the process of being sold to Spokane Public Schools and the proceeds of the building will go to the

Spokane Colleges Foundation. The Hoodie Project is working with Spokane Colleges and all the 5<sup>th</sup> grade students at Roosevelt Elementary will receive hoodies with the new logo. The Great PNW is going to cobrand with Spokane Colleges and there will be a certain number of items cobranded between them. The Trent Homeless Shelter near the SCC campus has been closed and SCC is already seeing the benefits of it closing. An ECAP classroom will be opened at SFCC for 15 students, and Spokane Colleges is trying to allow staff and students to have access to the new class. Enrollments are on the rise and that is a reflection of the good work that is happening at the colleges. Dr. Lori Hunt announced that Dr. Naomi Bender will fill the new Tribal Relations role.

### **President's Report**

**Mr. Patrick Tanner for Dr. Jenni Martin, President of SCC** reported that enrollment is up 10% and some programs have reached pre-pandemic enrollment levels. Mr. Tanner reviewed the diversity population rates and that they are also up. The Guided Pathways taskforce is working on mandatory orientation and mandatory advising and what that could and should look like in the near future. Mr. Tanner reviewed new surveys that will be given to potential students who did not finish enrollment and former students that did not return to SCC. A campaign was launched in November to 244 prospective students for the practical nursing program and that resulted in 26 applicants. Mr. Tanner reviewed the international recruiting efforts at SCC.

**Dr. Kimberlee Messina, President of SFCC** reported that enrollment is up by 8% and SFCC credits the enrollment raise to Guided Pathways. Mr. McEachern shared that both colleges are collaborating to develop a pilot for non-payment processes. Ms. Bonnie Glantz shared that the business articulation agreement with EWU has been finalized and this makes it much easier for students to transfer and avoid losing credits.

### **AHE Report**

**Ms. Beverly Daily** expressed her gratitude to faculty and they have wrapped up their fall quarter and are looking forward to their winter break. Faculty contract negotiations are almost complete and AHE is looking forward to coming to an agreement with salary negotiations and the completion of the bargaining cycle.

### **WFSE/Classified Staff Report**

**Mr. Ward Kaplan** shared that the union has been lobbying for higher pay in hopes to retain employees at Spokane Colleges.

**Ms. Alison Cooley** reported that classified staff are working on getting the campus ready for the winter quarter.

### **Student Government Report**

**Ms. Lexii Locke** reported that two ASG staff members were at the ribbon cutting ceremony for the new building at SFCC and that was very exciting. World Kindness Day was with Trustee Franklin, Dr. Brockbank, and Ms. Riley where they interacted with students as well as filmed the Gen Z TikTok video. 100 households were served through the Farmers Market at SFCC in November. The Numerica Ice Rink was reserved for students and they were able to bring a plus one and have some fun prior to finals. Outreach and Educational program reported that all of the tags for the Tree of Sharing were taken and there were extra presents given as well so all children were able to get a present. There were 403 attendees at the Thanksgiving meal that was served for free for students and staff at SFCC. There will be a recruiting effort for ASG in the winter in an effort to start the process early for the next year for ASG staff. Ms. Locke also shared that a grant for a contraceptive vending machine was approved and it will be installed at the campus. ASG will also be working to start an anti-hazing committee.

### **Board Report**

Trustees Woodard wished all attendees an enjoyable holiday season. Trustee Johnson shared that the new security cameras caught a potential criminal on campus and he was very pleased with that. Trustee Johnson also shared that he was pleased with the one drop date for potential students and he thanked the colleges for doing so.

### **Executive Session**

The Board will convene in executive session under RCW 42.30.110(1) and the executive session will last for approximately 60 minutes.

### **Potential Action Generated from Executive Session**

No action was taken.

### **Adjournment**

Being no further business, the meeting adjourned at 12:27 pm.

**CONSENT AGENDA ITEMS: CAPITAL PROJECTS**

Submitted by: Clinton Brown  
Director of Capital Construction  
January 21, 2025

PROJECT				FUNDING				DESIGN STATUS (Up To)				DOCUMENT STATUS (Up To)				DESIGN COMPLETION / BID DATE		CONSTRUCTION STATUS (Up To)				LEGAL COMP DATE								
STATE PROJECT NUMBER	PROJECT NAME	SCC	SFCC	DIST. OFFICE	STATE	LOCAL	DES PM	Total Project AMOUNT	SCOPE	STAFF DESIGN	A/E SELECTION	A/E AGREEMENT	PREDESIGN	SCHEMATICS	DESIGN DEV.	30%	60%	90%	100%	BID PERIOD	CONTRACT	25%	50%	75%	95%	100%	ACCEPTANCE	CANCELED		
18-063	SFCC Fine and Applied Arts Building, Phase 3		x		x		G	\$ 40,100,000	Project																				◆	08/05/23
18-063	SFCC Fine and Applied Arts Building, Phase 4		x		x		G	\$ 1,000,000	Project					◆	◆															10/3/25±
22-229	SCC Apprenticeship Center	x			x		G	\$ 34,000,000	Project					◆																05/30/29±
23-093	ESCO-CCS Elec. Xfmr Repl (Trane)-Phase 2	x			x	x	C	\$ 1,900,000	Project															◆						05/31/25
23-514	Lodge Renovation		x			x	G	\$ 12,135,000	Project						◆															09/30/26±
23-568	SCC Campus Security Upgrades, Exterior Cameras	x			x		G	\$ 950,000	Project																				◆	09/30/24
24-595	SCC Campus Security Upgrades, Access Controls	x			x	x	G	\$ 2,400,000	Project																◆					04/11/25
24-920	SCC Campus Security Upgrades, Interior Cameras	x				x	G	\$ 1,400,000	Project														◆	◆						02/09/25
23-580	SFCC Campus Security Upgrades	x			x	x	G	\$ 4,750,000	Project															◆	◆					04/05/25
24-543	ESCO-CCS HVAC Repairs/Replacements (Millig)	x	x		x	x	C	\$ 3,555,000	Project															◆	◆					03/29/25
PO6846	SFCC Stadium Roof Maintenance		x		x			\$ 350,000	Project																			◆		10/15/24
PO7868	SCC Bldg 2 Elevator Repairs		x		x			\$ 326,000	Project																			◆		08/06/24
PO7998	CCS Campus Fiber Optics Infrastructure Upgrades				x	x		\$ 338,000	Project																			◆		08/05/24
PO7800	SFCC Science Bldg Lab Exhaust VFD controls		x		x			\$ 76,000	Project																			◆		03/04/24
PO7879	SCC Bldg 5, Johnson, HVAC Controls		x		x			\$ 144,000	Project																			◆		11/30/24
PO7998	SCC Bldg 9, Health Science, HVAC Controls		x		x			\$ 299,000	Project																			◆		11/30/24

PROJECT				FUNDING				DESIGN STATUS (Up To)				DOCUMENT STATUS (Up To)				DESIGN COMPLETION / BID DATE		CONSTRUCTION STATUS (Up To)					LEGAL COMP DATE							
STATE PROJECT NUMBER	PROJECT NAME	SCC	SFCC	DIST. OFFICE	STATE	LOCAL	DES PM	Total Project AMOUNT	SCOPE	STAFF DESIGN	A/E SELECTION	A/E AGREEMENT	PREDESIGN	SCHEMATICS	DESIGN DEV.	30%	60%	90%	100%	BID PERIOD	DESIGN COMPLETION / BID DATE	CONTRACT	25%	50%	75%	95%	100%	ACCEPTANCE	CANCELED	LEGAL COMP DATE
24-916	Colville Center Fire Suppression System Repairs	x			x		G	\$ 125,000	Project						◇		◆				3/15/25±									TBD
24-917	CCS Cathodic Protection Repairs	x	x			x	G	\$ 235,000	Project						◇		◆				3/15/25±									TBD
24-918	CCS Vehicle Charging Infrastructure	x	x		x	x	G	\$ 444,000	Project								◇	◆			3/15/25±									05/31/25±
24-919	SCC Campus Sewer Replacement	x			x		E	\$ 504,000	Project						◇		◆				3/15/25±									06/30/25±
24-948	CCS CBA Compliance Consulting	x	x				B	\$ 138,000	Design								◇	◆			05/31/25±									NA
24-949	CCS Radon Migitation Systems	x	x		x	x	B	\$ 821,000	Project						◇		◆				3/15/25±									06/30/25±
24-992	CCS Utility Metering, Tier 2	x	x		x	x	B	\$ 500,000	Project												08/14/24							◆	02/10/25	
PO8406	SCC Bldg 15 Roof Repairs	x			x	x		\$ 411,000	Project												NA							◆	10/30/24±	
PO8407	SCC Bldg 1 Roof Repairs	x			x	x		\$ 511,000	Project												NA							◆	10/15/24	
PO8408	SCC Bldg 20 Roof Repairs	x			x	x		\$ 200,000	Project												NA							◆	10/07/24	
PO8461	SCC Bldg 6 Roof Repairs	x			x	x		\$ 250,000	Project												NA							◆	10/15/24	
PO8462	SCC Bldg 8 Roof Repairs	x			x	x		\$ 120,000	Project												NA							◆	10/15/24	
PO8463	SCC Bldg 9 Roof Repairs	x			x	x		\$ 6,500	Project												NA							◆	10/15/24	
PO8464	SCC Bldg 18 Roof Repairs	x			x	x		\$ 375,000	Project												NA							◆	10/15/24	
PO8578	SFCC Bldg 17 Skylight Repairs		x		x	x		\$ 75,000	Project												NA			◆					5/31/25±	
25-099	SFCC Track Facilities Improvements - Study		x			x	D	\$ 27,000	Study											◆	12/20/24									NA

PROJECT				FUNDING				DESIGN STATUS (Up To)				DOCUMENT STATUS (Up To)				DESIGN COMPLETION / BID DATE		CONSTRUCTION STATUS (Up To)					LEGAL COMP DATE								
STATE PROJECT NUMBER	PROJECT NAME	SCC	SFCC	DIST. OFFICE	STATE	LOCAL	DES PM	Total Project AMOUNT	SCOPE	STAFF DESIGN	A/E SELECTION	A/E AGREEMENT	PREDESIGN	SCHEMATICS	DESIGN DEV.	30%	60%	90%	100%	BID PERIOD	DESIGN COMPLETION / BID DATE	CONTRACT	25%	50%	75%	95%	100%	ACCEPTANCE	CANCELED	LEGAL COMP DATE	
25-112	ESCO-CCS Switchgear Replacement (Trane)	x	x		x	x	J	\$ 1,366,000	Project							◆					3/15/25±									12/31/26±	
25-143	SCC Campus ADA Improvements - Study	x				x		\$ 40,000	Study					◇		◆					3/15/25±									NA	
25-209	CCS Campus Safety Study	x				x	C	\$ 200,000	Study					◇	◆						3/15/25±									NA	
25-142	SCC Apprenticeship, Water Leak Repair	x			x			\$ 60,000	Project												NA							◆		10/31/24	
<b>Subtotal</b>								<b>\$ 110,131,500</b>																							

NORTH SPOKANE CORRIDOR RELATED PROJECTS																																										
23-051	SCC Campus Wayfinding, Monument Sign	x				x		\$ 1,000,000	Project			◆																					TBD						TBD			
24-172	SCC Fire Tower Replacement	x				x		\$ 880,000	Project												10/07/24														◆					3/30/25±		
25-141	SCC Bldg 29 Haz Mat Storage Renovation	x			x	x		\$ 250,000	Project												10/15/24	◆																		05/31/25±		
25-087	SCC East Wing Renovation - Study	x				x	P	\$ 200,000	Study		◇	◆									05/31/25±																			NA		
<b>Subtotal, NSC</b>								<b>\$ 2,130,000</b>																																		
<b>Total</b>								<b>\$ 112,261,500</b>																																		

◆ Current Status  
◇ Previous Status

NUMBER	PROJECT NAME	PROJECT DESCRIPTION
18-063	SFCC Fine and Applied Arts Building, Phase 3	FAA, Phase 3 will be the construction of the new facility and site.
18-063	SFCC Fine and Applied Arts Building, Phase 4	FAA, Phase 4 will scope the demolition of existing Building 6, Fine Arts, and restore the site.
22-229	SCC Apprenticeship Center	Design and Construction of replacement Apprenticeship Center to be erected on the SCC Campus. (Dates tentative, related to const. funding appropriation)
23-093	ESCO-CCS Elec. Xfmr Repl (Trane)-Phase 2	Replacement of aged electrical transformers across the district - continuation of Phase 1 utilizing supplemental legislative funding for outdated infrastructure replacement.
23-514	Lodge Renovation	Initial study to determine costs and feasibility of renovating the SFCC Lodge to support district functions currently housed in the Riverpoint One facility. Architectural team will develop scope to align with potential budget.
23-568	SCC Campus Security Upgrades, Exterior Cameras	Project to design and implement strategic placement of exterior video surveillance camera systems on the SCC campus.
24-595	SCC Campus Security Upgrades, Access Controls	Project to design and implement integrated exterior and interior access control systems for all SCC campus facilities.
24-920	SCC Campus Security Upgrades, Interior Cameras	Project to design and implement strategic placement of interior video surveillance camera systems on the SCC Campus.
23-580	SFCC Campus Security Upgrades	Project to develop and implement campus-wide security measures to include interior and exterior access control and video surveillance systems, utilizing the strategies developed during the SCC Campus Security Upgrades study.
24-543	ESCO-CCS HVAC Repairs/Replacements (Millig)	Project to develop and implement district-wide repairs/energy savings upgrades to HVAC equipment.
PO6846	SFCC Stadium Roof Maintenance	Project to implement cosmetic and structural concrete repairs to the stadium, install expansion joints, and to repair lower roof sections.
PO7868	SCC Bldg 2 Elevator Repairs	Full replacement of Car 3 elevator in the SFCC library (central elevator) including cabin refresh.
PO7998	CCS Campus Fiber Optics Infrastructure Upgrades	Upgrade to existing fiber optic infrastructure assets on both SFCC and SCC campuses. This effort supports the District IT strategic plan while also providing more bandwidth for the security camera projects.
PO7800	SFCC Science Bldg Lab Exhaust VFD controls	Installation of variable frequency drives for greater control of exhaust fans serving the chemical fume hoods in science labs.
PO7879	SCC Bldg 5, Johnson, HVAC Controls	HVAC building management system controls upgrade.
PO7998	SCC Bldg 9, Health Science, HVAC Controls	HVAC building management system controls upgrade.



NUMBER	PROJECT NAME	PROJECT DESCRIPTION
24-916	Colville Center Fire Suppression System Repairs	Project to make repairs to existing fire suppression system piping and replacment of pipe fittings.
24-917	CCS Cathodic Protection Repairs	Project to design and implement cathodic protection system for underground, steel natural gas piping on both main campuses.
24-918	CCS Vehicle Charging Infrastructure	Project to design and install electric vehicle charging stations on both campuses for use by fleet and staff. Part. funding from Dept of Comm grant.
24-919	SCC Campus Sewer Replacement	Project to restore aged sewer system piping on the SCC campus.
24-948	CCS CBA Compliance Consulting	Consultant support with Clean Buildings Performance Standards reporting for compliance with Clean Buildings legislation.
24-949	CCS Radon Mitigation Systems	Design and installation of radon mitigation systems within 2 district buildings, SC16 and SF05.
24-992	CCS Utility Metering, Tier 2	Design and installation of gas and electrical utility sub-meters for Tier 2 buildings (20,000 to 50,000 gsf) associated with clean buildings legislation.
PO8406	SCC Bldg 15 Roof Repairs	Project to make repairs and apply maintenance coating to roof sections A, B, & C.
PO8407	SCC Bldg 1 Roof Repairs	Project to make repairs and apply maintenance coating to roof sections B, C, D, G, H, O, & Q.
PO8408	SCC Bldg 20 Roof Repairs	Project to make repairs and apply maintenance coating to the entire building roof.
PO8461	SCC Bldg 6 Roof Repairs	Project to make repairs and apply maintenance coating to roof sections B, F, H, I, J, & L.
PO8462	SCC Bldg 8 Roof Repairs	Project to make repairs and maintenance coating to roof sections A & H.
PO8463	SCC Bldg 9 Roof Repairs	Project to make repairs to roof drains.
PO8464	SCC Bldg 18 Roof Repairs	Project to make repairs and maintenance coating to roof sections B & G.
PO8578	SFCC Bldg 17 Skylight Repairs	Project to make repairs and replace portions of the skylight and clearstory of the SUB.
25-099	SFCC Track Facilities Improvements - Study	Study to investigate potential improvements to the track and associated buildings and ground to create a regional outdoor athletics hub.

NUMBER	PROJECT NAME	PROJECT DESCRIPTION
25-112	ESCO-CCS Switchgear Replacement (Trane)	Project to replace aged main electrical switchgear infrastructure to several campus buildings across the district.
25-143	SCC Campus ADA Improvements - Study	Scope and budget study to assess feasibility of undertaking ADA improvements based on a recent survey performed by SBCTC. Findings and estimate will be used to request minor works funding for the 25-27 biennium.
25-209	CCS Campus Safety Study	Scope and budget study to assess campus lighting and access protection for both campuses. This study is in response to the Safe Work/Learning Environment Project Report by the security committee and will support a congressional funding request.
25-142	SCC Apprenticeship, Water Leak Repair	Emergency project to cap and repair broken water line underneath the Apprenticeship center. Suspected leak identified by analysis of utility billings over the last 6 months.
<b>NORTH SPOKANE CORRIDOR RELATED PROJECTS</b>		
23-051	SCC Campus Wayfinding, Monument Sign	Project to design and construct two new campus entrance monuments; at Mission/Sycamore and at Greene/Ermina.
24-172	SCC Fire Tower Replacement	Project to develop the site and procure / install replacement fire tower at SCC. Currently tower owned by WSDOT in association with the NSC agreement and will be demolished.
25-141	SCC Bldg 29 Haz Mat Storage Renovation	Project to renovate room in Bldg 29 to accommodate requirements for housing campus hazardous materials. Location move from Bldg 28 associated with Fire Tower replacement in parking lot P5. Bldg 28 will become new storage building for the fire science program.
25-087	SCC East Wing Renovation - Study	Scope and budget alignment study for relocating student services from Bldg 15 to the east wing of Main building.

**CONSENT AGENDA REPORT****Fiscal Year 2024-25 Financial Reports:**

State Allocation and Tuition Operating Budget Status Report and All-Funds Revenue and Expenditures as of November 30, 2024

**Summary:** Enclosed for the Board's review and approval is the Operating Budget Status Report and the Summary of All-Funds Revenue and Expenditures as of November 30, 2024. The reports reflect 2024-2025 fiscal year activity, including the 4th State Allocation received from the State Board for Community and Technical Colleges. SCC received an additional \$72,000 in their earmarks and provisos allocation specifically for nurse education enrollments.

Tuition revenue collections: Fiscal year tuition revenue of \$10,704,157 reflects a positive budget-to-actual variance of \$122,110. Tuition revenue collections reflect enrollment levels above budget targets for summer and fall quarters.

Operating budget expenditures: Actual expenditures through the first five months of the year are \$46,605,100. Spending across all CCS operating units is reasonable and slightly below budget at this point in the fiscal year.

All-Funds Summary Report of Revenues and Expenditures: Total revenue from all sources was \$112,908,020 offset by total expenditures of \$101,143,145. Net Activity (total revenue minus total expenditures from all sources) as of November 30, was \$11,764,875. The increase in net activity of \$3,262,672 for the month is primarily due to grants and contracts activity and the timing of financial aid disbursements since the beginning of fall quarter.

**Board Policy Reference:** 1.50.02 (4) Central Administration. The chief financial officer (CFO) shall make regular financial reports to the Board of Trustees. The CFO shall include in the reports key indicators of the financial status of the district and its operating units, such indicators to be recommended by the CFO, and followed over time. The CFO shall bring to the attention of the board all financial matters that in the professional judgment of the CFO may significantly impact the financial stability of the district or its operating units.

**Recommendation:** It is recommended that the Board of Trustees approve the consent agenda items as presented.

**Attachments:**

1. State Allocation and Tuition Operating Budget Report 2024.11 – 2025-01-06
2. Revenue & Expenditures 2024-07-01 through 2024-11-30 – 2025-01-09
3. Allocation #4 Allocation Summary FY25

Prepared by: Dr. Linda McDermott, CPA  
Chief Financial Officer  
January 21, 2025



# State Allocation and Tuition Operating Budget Report

for Fiscal Year 2024 - 2025

Tuition revenue and GL expenditures through November 30, 2024

## State Allocation #4

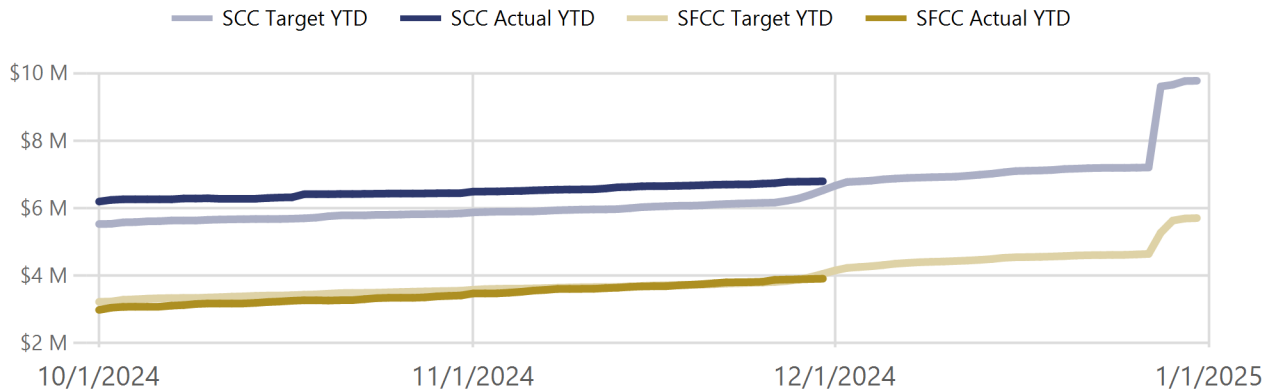
	SCC	SFCC	Central Admin	DMC	District Total
Total State Allocation	\$48,643,302	\$24,028,509	\$17,963,951	\$312,671	\$90,948,433
Tuition Revenue Estimate	\$6,733,109	\$4,991,649	\$3,731,994	\$8,722,191	\$24,178,943
Operating Support, One-time Distribution of FY24 Tuition Revenue over Budget, and Unspent DMC	\$2,055,504	\$6,593,092	\$6,728,286	\$1,432,981	\$16,809,863
<b>Total State Allocation &amp; Tuition Operating Budget</b>	<b>\$57,431,915</b>	<b>\$35,613,250</b>	<b>\$28,424,231</b>	<b>\$10,467,843</b>	<b>\$131,937,239</b>

## Allocation and Tuition Expenditures

	Budget	Year-to-Date Expenditures	Percent Expended to Budget	Percent of Total Expenditures
SCC	\$57,431,915	\$20,577,606	36%	44%
SFCC	\$35,613,250	\$11,616,987	33%	25%
Central Administration	\$28,424,231	\$11,148,154	39%	24%
<i>Administration (HR, CEO, CCO, CFO, CIAEAO)</i>		\$2,984,972		6.4%
<i>IT, Facilities, Security, Provost</i>		\$8,163,182		18%
District Managed Costs	\$10,467,843	\$3,262,353	31%	7.0%
<b>Total</b>	<b>\$131,937,239</b>	<b>\$46,605,100</b>	<b>35%</b>	

## Tuition Operating Fee Revenue

	Fiscal Year Budget	Actual Year-to-Date	Target Year-to-Date	Over/(Short) Target YTD	Percent Over/(Short)
SCC	\$14,822,244	\$6,796,620	\$6,529,969	\$266,651	1.8%
SFCC	\$9,356,699	\$3,907,537	\$4,052,078	(\$144,541)	-1.5%
<b>District Total</b>	<b>\$24,178,943</b>	<b>\$10,704,157</b>	<b>\$10,582,047</b>	<b>\$122,110</b>	<b>0.5%</b>





# Revenue & Expenditures

7/1/2024 through 11/30/2024

Revenue	July	August	September	October	November	Total
<b>Tuition and Student Fees</b>						
Tuition	\$8,098,132	\$2,193,829	\$209,446	(\$4,098)	\$7,030,692	\$17,528,000
Tuition AR	(\$5,914,076)	(\$1,148,753)	\$5,650,589	\$770,728	(\$6,182,140)	(\$6,823,653)
S&A Fee	\$364,393	\$367,868	\$59,579	(\$25,454)	\$1,148,255	\$1,914,641
Student Fees	\$4,871,364	\$995,829	(\$23,401)	\$105,580	\$57,055	\$6,006,427
<b>Grants &amp; Contracts</b>						
Head Start & ECEAP	\$4,213,974	\$1,892,703	\$1,586,966	\$2,711,977	\$1,017,381	\$11,423,001
Running Start	\$3,331,993	\$573,047		\$308,531		\$4,213,570
Perkins	\$35,706	\$33,414	\$60,764	\$72,792	\$49,959	\$252,635
WorkFirst	\$104,526	\$31,679	\$180,977	\$82,210	\$72,592	\$471,983
BFET	-		\$125,387	\$45,304		\$170,691
Corrections	\$178,577	(\$57,282)	\$380,478	\$239,820	\$134,297	\$875,891
Grant Indirect	\$242,475	\$296,960	\$200,853	\$224,077	\$259,778	\$1,224,143
Other Grants & Contracts	\$157,340	\$1,532,092	\$840,058	\$2,363,764	\$1,136,853	\$6,030,108
<b>Financial Aid</b>						
PELL	\$1,750,239		(\$1,171)	\$5,156,582		\$6,905,650
Work Study	\$9,318	\$20,482			\$30,000	\$59,800
Other Federal Financial Aid	\$90,000		(\$2,515)	\$6,900		\$94,385
Other State Financial Aid	\$415,283	\$142,125	\$509,334	\$6,251,821	\$25,566	\$7,344,129
Direct Loan	\$950,000	\$150,000	(\$2,131)	\$3,305,525		\$4,403,394
<b>Other Revenue</b>						
State Allocation	\$4,560,556	\$6,493,241	\$5,336,898	\$5,151,379	\$10,599,703	\$32,141,778
Capital Projects	(\$4,580,479)		\$1,986,871	\$643,524	\$3,012,639	\$1,062,555
Auxiliary	\$438,577	\$733,494	\$302,481	\$142,189	\$616,713	\$2,233,455
Other Revenue	\$2,883,072	(\$415,669)	\$35,194	\$206,302	\$382,010	\$3,090,910
Accounts Receivable	\$10,088,846	\$674,754	\$12,947,129	(\$10,602,465)	(\$823,737)	\$12,284,527
<b>Total Collected Revenue</b>	<b>\$32,289,815</b>	<b>\$14,509,813</b>	<b>\$30,383,787</b>	<b>\$17,156,990</b>	<b>\$18,567,615</b>	<b>\$112,908,020</b>



# Revenue & Expenditures

7/1/2024 through 11/30/2024

Expenditures to Date	July	August	September	October	November	Total
<b>Tuition and Student Fees</b>						
S&A Fee	\$7,039	\$62,271	\$121,196	\$211,133	\$156,229	\$557,867
Student Fees	\$431,024	\$336,865	\$384,368	\$590,311	\$445,043	\$2,187,611
Building & Innovation Fee	-	\$236,712	\$132,088	\$1,038,123	\$91,803	\$1,498,724
<b>Grants &amp; Contracts</b>						
Head Start & ECEAP	\$1,306,315	\$1,576,765	\$2,147,311	\$2,783,748	\$2,207,412	\$10,021,551
Running Start	\$3,905,039	\$4	\$4,338		\$305,258	\$4,214,639
Perkins	\$39,583	\$43,540	\$59,096	\$62,501	\$71,193	\$275,914
WorkFirst	\$104,774	\$72,600	\$388,527	\$81,105	\$100,324	\$747,329
BFET	\$124,484	\$53,445	\$248,830	\$199,125	\$45,005	\$670,889
Corrections	(\$45,190)	\$196,037	\$203,309	\$192,958	\$202,987	\$750,101
Other Grants & Contracts	\$32,407	\$163,647	\$161,139	\$374,750	\$229,942	\$961,884
<b>Financial Aid</b>						
PELL	\$1,907,113	(\$26)	\$6,425,875	\$602,721	(\$1,415,457)	\$7,520,224
Work Study	\$42,944	\$33,159	\$40,557	\$108,466	\$92,518	\$317,643
Other Federal Financial Aid	\$178,850	\$14,235	\$187,481	(\$573)	(\$243,704)	\$136,289
Other State Financial Aid	\$1,688,201	\$25,193	\$6,174,321	\$816,623	(\$655,061)	\$8,049,277
Direct Loan	\$1,324,386	\$32,712	\$3,528,633	\$1,147,769	(\$1,323,463)	\$4,710,037
<b>Other Expenditures</b>						
Salary & Benefits	\$8,596,283	\$8,728,398	\$6,218,222	\$10,300,943	\$10,450,385	\$44,294,232
Capital Projects	(\$85,844)	\$154,462	\$422,674	\$2,739,640	\$2,344,171	\$5,575,102
Rent & Utilities	\$298,019	\$404,781	\$404,398	\$590,585	\$537,909	\$2,235,691
Travel	\$33,182	\$14,053	\$16,529	\$28,923	\$46,709	\$139,396
Goods, Equipment, and Supplies	\$82,582	\$175,060	\$110,946	\$220,225	\$303,874	\$892,688
Auxiliary	\$59,130	\$235,743	\$147,377	\$214,195	\$260,232	\$916,677
Other Expenses / Services	\$778,283	\$837,537	\$1,001,042	\$800,884	\$1,051,634	\$4,469,379
<b>Total Expenditures</b>	<b>\$20,808,604</b>	<b>\$13,397,192</b>	<b>\$28,528,255</b>	<b>\$23,104,151</b>	<b>\$15,304,943</b>	<b>\$101,143,145</b>
<b>Net Activity</b>	<b>\$11,481,211</b>	<b>\$1,112,620</b>	<b>\$1,855,533</b>	<b>(\$5,947,161)</b>	<b>\$3,262,672</b>	<b>\$11,764,875</b>

2025 State Appropriation, Tuition, Operating Support  
Allocation #4 Supplemental Report

					2024- Allocation #4					
Base Operating					SCC	SFCC	Central Admin	District Managed Costs	Total Changes	Allocation #4
	Budget	Allocation #1	Allocation #2	Allocation #3						
1	District Enrollment Allocation Base (DEAB)	60,128,873								
001-101/08A-3E0	2 DEAB	\$ 45,275,480	\$ 45,278,697	\$ 45,278,697	\$ 45,278,697	\$ -	\$ -	\$ -	\$ -	\$ 45,278,697
001-101	3 Weighted Enrollments	5,400,762	5,401,146	5,401,146	5,401,146	-	-	-	-	5,401,146
001-101/001-BD1	4 Performance Based Funding (SAI)	4,876,631	4,876,790	4,876,790	4,876,790	-	-	-	-	4,876,790
001-101	5 Minimum Operating Allocation (MOA)	4,576,000	4,576,000	4,576,000	4,576,000	-	-	-	-	4,576,000
6	<b>ADJUSTED ALLOCATION - SUBTOTAL</b>	<b>60,128,873</b>	<b>60,132,633</b>	<b>60,132,633</b>	<b>60,132,633</b>					<b>60,132,633</b>
7	<b>SAFE HARBOR (EARMARKS AND PROVISOS)</b>									
001-5AP	8 Compensation/Fund Split Support	2,360,335	2,360,335	2,360,335	2,360,335	-	-	-	-	2,360,335
001-101	9 Safe Harbor Wage Increases	10,599,358	10,599,359	10,599,359	10,599,359	-	-	-	-	10,599,359
24J-011/24J-051	10 Foundational Support	796,508	796,509	796,509	796,509	-	-	-	-	796,509
001-101	11 Health Insurance	1,787,561	1,787,561	1,787,561	1,787,561	-	-	-	-	1,787,561
001-101	12 Pension	(617,347)	(617,347)	(617,347)	(617,347)	-	-	-	-	(617,347)
001-101	13 M&O, Leases, and Assessment	178,000	-	-	-	-	-	-	-	-
08A-2AE	14 Aerospace Enrollments - High Demand	438,085	438,085	438,085	438,085	-	-	-	-	438,085
001-BG1	15 College Affordability Program	1,985,931	1,985,931	1,985,931	1,985,931	-	-	-	-	1,985,931
001-CA1/24J-071	16 Guided Pathways	3,586,270	3,586,270	3,586,270	3,586,270	(306,431)	-	306,431	-	3,586,270
001-123	17 Worker Retraining	1,718,936	1,767,938	1,767,938	1,767,938	-	-	-	-	1,767,938
24J-1A1	18 Equity and Access - SB5194	625,771	625,771	625,771	625,771	-	-	-	-	625,771
001-EG1/24J-SAP	19 Diversity Bill - SB5227	192,941	192,941	192,941	192,941	(6,240)	-	6,240	-	192,941
24J-151	20 Career Launch Enrollments	240,000	240,000	240,000	240,000	-	-	-	-	240,000
08A-1AE	21 Aerospace Apprenticeships	80,000	80,000	80,000	80,000	-	-	-	-	80,000
08A-5AE	22 Disability Accommodations	118,850	118,850	118,850	118,850	-	-	-	-	118,850
08A-3BE	23 Opportunity Grants (ELTA)	540,000	540,000	540,000	540,000	-	-	-	-	540,000
08A-3BE	24 Opportunity Grants (GFS)	58,822	58,822	58,822	58,822	-	-	-	-	58,822
001-8AE	25 Gold Star Families	-	-	-	35,526	-	-	-	-	35,526
08A-5BE	26 Students of Color	42,757	42,757	42,757	42,757	-	-	-	-	42,757
24J-091	27 Nurse Educators	960,189	960,189	960,189	960,189	-	-	-	-	960,189
001-EQ1	28 Nursing Enrollment Increase	-	138,528	138,528	138,528	-	-	-	-	138,528
24J-111	29 High Demand	1,450,502	1,450,502	1,450,502	1,450,502	-	-	-	-	1,450,502
24J-1T0	30 Homeless Student Expansion	-	230,000	230,000	230,000	-	-	-	-	230,000
001-EM1	31 Financial Aid Outreach	160,000	160,000	160,000	160,000	-	-	-	-	160,000
24J-231	32 Cybersecurity Enrollments	360,000	360,000	360,000	360,000	-	-	-	-	360,000
24J-271	33 Refugee Education	635,000	700,000	700,000	700,000	-	-	-	-	700,000
001-BK1	34 MESA Community College Programs	157,000	157,000	157,000	157,000	-	-	-	-	157,000
24J-1BP	35 Student Needs SHB1559	130,058	130,058	130,058	130,058	-	-	-	-	130,058
24J-211	36 SIM Lab Equipment	77,000	77,000	77,000	77,000	-	-	-	-	77,000
001-EH1	37 Truck/School Bus Driver Training	209,790	209,790	221,051	221,051	-	-	-	-	221,051
24J-191	38 Student Assistance Grants (WEIA)	178,234	-	179,500	179,500	-	-	-	-	179,500
24J-9AP	39 DEI Support- One Time Funding	356,676	356,676	356,676	356,676	-	-	-	-	356,676
001-8BE	40 Workforce Development Projects	-	-	-	-	-	-	-	-	-
24J-111	41 High Demand Enrollments	-	-	-	-	-	-	-	-	-
001-EK1	42 Health Workforce Opp Grants	-	262,080	262,080	262,080	-	-	-	-	262,080
24J-7BP	43 Nursing Supply SB 5582	-	250,000	250,000	250,000	-	-	-	-	250,000
24J-6BP	44 Nurse Education Enrollment Increases (WEIA)	228,528	90,000	90,000	90,000	72,000	-	-	72,000	162,000
001-EW1	45 Apprenticeship & Higher Educ ESSB 5764 (GF-State)	-	55,925	55,925	55,925	-	-	-	-	55,925
24J-OAP	46 Apprenticeship & Higher Educ ESSB 5764 (WEIA)	-	90,200	90,200	90,200	-	-	-	-	90,200
24J-3B0	47 Early Achievers Grant Supports	-	26,050	26,050	26,050	-	-	-	-	26,050
001-FH1	48 Incarcerated Students Grants SS85953	-	136,500	136,500	136,500	-	-	-	-	136,500
001-FF2	49 Higher Ed Opioid Prevention 2SHB 2112	-	-	24,234	24,234	-	-	-	-	24,234
24J-3F0	50 Manufacturing Apprenticeship RSI	-	48,000	48,000	48,000	-	-	-	-	48,000
24J-071	51 Guided Pathways (WEIA)	-	-	-	1,000	-	-	-	-	1,000
52	<b>Sub Total Safe Harbor</b>	<b>29,635,215</b>	<b>30,492,280</b>	<b>30,707,275</b>	<b>30,743,801</b>	<b>(240,671)</b>	-	<b>312,671</b>	<b>72,000</b>	<b>30,815,801</b>
53	<b>Total State Operating Allocation</b>	<b>89,764,088</b>	<b>90,624,913</b>	<b>90,839,908</b>	<b>90,876,434</b>	<b>(240,671)</b>	-	<b>312,671</b>	<b>72,000</b>	<b>90,948,434</b>
Stable	54 Tuition Revenue Forecast	24,178,943	24,178,943	24,178,943	24,178,943	-	-	-	-	24,178,943
149	55 Central Administration Tuition	-	-	-	-	-	-	-	-	-
149	56 District Managed Costs	-	-	-	-	450,279	-	5,000	(455,279)	-
57	<b>Total Tuition Forecast Budget Allocation</b>	<b>24,178,943</b>	<b>24,178,943</b>	<b>24,178,943</b>	<b>24,178,943</b>	<b>450,279</b>	-	<b>5,000</b>	<b>(455,279)</b>	<b>24,178,943</b>
58	<b>Total State Allocation &amp; Tuition</b>	<b>113,943,031</b>	<b>115,664,681</b>	<b>115,879,676</b>	<b>115,916,202</b>	<b>209,608</b>	-	<b>5,000</b>	<b>(142,608)</b>	<b>115,988,202</b>
	One-time Distribution of FY24 Tuition Revenue over Budget & Unspent DMC	-	-	-	3,187,082	-	-	(904,067)	904,067	-
146/148	59a Operating Support FY25 (b)	12,417,883	12,417,883	10,769,387	10,293,072	-	-	329,707	-	329,707
146	59b Strategic Investments	-	-	3,000,000	3,000,000	-	-	-	-	3,000,000
148	59c Operating Revenue Transfer from Other Sources	-	-	-	-	(137,608)	-	(334,707)	472,315	-
59d	<b>Total One-Time and Operating Support</b>	<b>12,417,883</b>	<b>12,417,883</b>	<b>13,769,387</b>	<b>16,480,154</b>	<b>(137,608)</b>	-	<b>(909,067)</b>	<b>1,376,382</b>	<b>329,707</b>
	<b>Total State Allocation, Tuition, and Operating Support Budget Authority</b>	<b>\$ 126,360,916</b>	<b>\$ 127,221,741</b>	<b>\$ 128,788,240</b>	<b>\$ 131,535,533</b>	<b>\$ 72,000</b>	<b>\$ -</b>	<b>\$ (904,067)</b>	<b>\$ 1,233,774</b>	<b>\$ 401,707</b>
	<b>Adjusted Budget, Allocation #4</b>					<b>\$ 57,431,915</b>	<b>\$ 35,613,251</b>	<b>\$ 28,424,231</b>	<b>\$ 10,467,844</b>	

**CONSENT AGENDA ITEMS: HEAD START UPDATES**

Submitted by: Bobbi Woodral  
District Director Head Start/EHS/ECEAP  
January 21, 2025



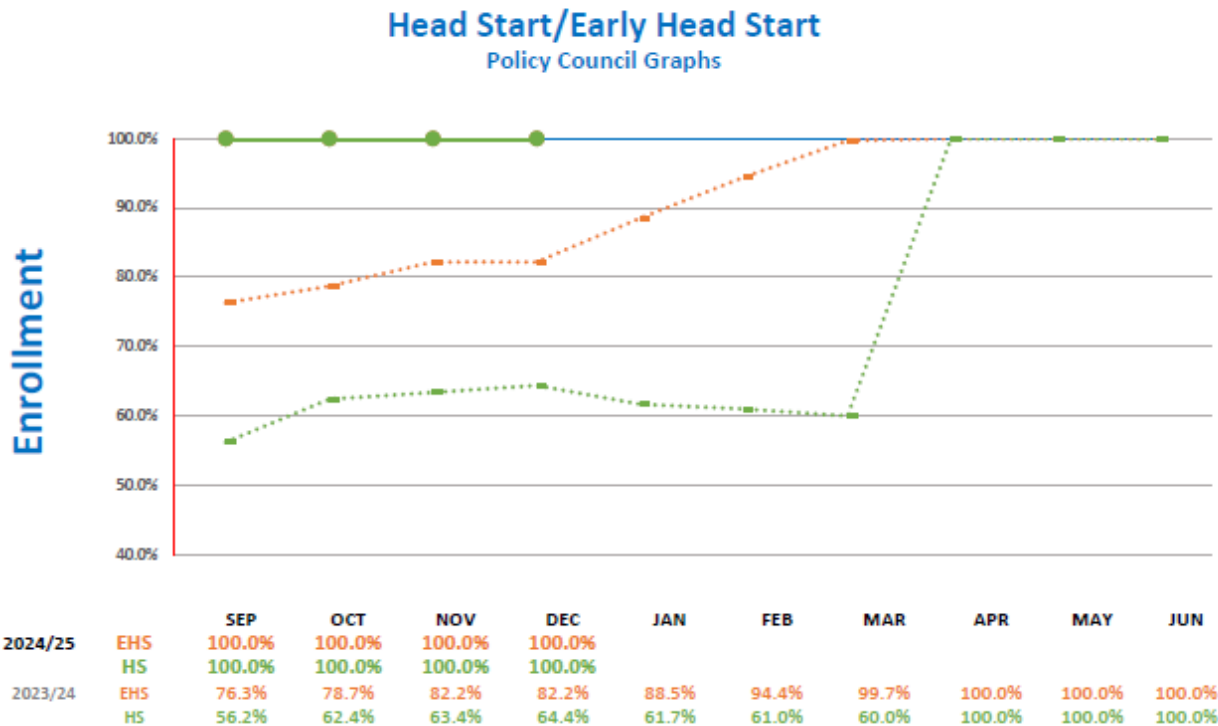
# STATUS REPORT HEAD START/ECEAP/EHS

## JANUARY 2025

### ENROLLMENT

During the months of December Head Start and Early Head Start successfully maintained full enrollment, with 100% of available slots being occupied.

#### December 2024



### PROGRAM GOALS

Our program goals provide a clear roadmap for delivering high-quality services that promote school readiness, family well-being, and lifelong success for children. These goals are unique to our program, developed to address the specific needs of the children and families we serve. They are cumulative over a five-year period, aligning with the span of our grant cycle, and are designed to be strategic, measurable, and impactful.

By setting and pursuing these goals, we uphold our commitment to continuous improvement, equity, and positive outcomes, creating lasting change in our community. The goals and their progress are available for your review and reflect our dedication to transparency and accountability.

### SELF-ASSESSMENT

The Office of Head Start (OHS) Self-Assessment is an essential, annual process that evaluates program effectiveness and identifies actionable strategies for continuous quality improvement. Rooted in the Head Start Program Performance Standards, the Self-Assessment ensures our program remains aligned with national expectations for delivering exceptional services to children and families. This year, the Self-Assessment will begin in mid-January, with the final report scheduled for presentation in March 2024.

Our Self-Assessment process is built on collaboration and shared accountability. A diverse team of core members and contributors is assembled to provide varied perspectives and expertise that enrich the evaluation process.

The foundation of our Self-Assessment team includes:

- Director
- Policy Council members
- Governing Body
- Management team members and staff representatives
- Community partners and other community members
- Parents of currently enrolled children

To further strengthen the process, additional participants may include:

- Advisory committee members (e.g., health services or school readiness committees)
- Civic or business leaders
- Content-area experts
- Other individuals who can offer valuable and fresh perspectives

To ensure a high-quality and impactful Self-Assessment process, the following best practices are incorporated:

- Conducting the Self-Assessment annually, beginning once a complete set of program-year data is available.
- Ensuring the team includes a balanced mix of internal and external members to provide diverse viewpoints.
- Equipping team members with key skills, such as inquiry, group processing, data analysis, and facilitation.
- Analyzing ongoing monitoring results alongside multi-year data to identify trends and areas for improvement.
- Including health, safety, and school readiness as critical areas for review.
- Generating actionable recommendations to answer, "How can we get better at what we do?"

By utilizing these practices and engaging a broad coalition of stakeholders, the OHS Self-Assessment process provides a structured and effective approach to strengthening program services. This process ensures our program remains focused on delivering the best outcomes for children and families while fostering continuous improvement across all areas of operation.

This year's Self-Assessment will continue to emphasize collaboration, data-driven decision-making, and alignment with performance standards to guide strategic improvements and maintain excellence in service delivery.

## **WASHINGTON STATE ASSOCIATION (WSA)**

The Washington State Association Winter Meeting and Advocacy event is scheduled to take place from February 4-6, 2025, in Olympia, Washington. This gathering will serve as a key opportunity for early childhood education professionals, advocates, community partners, HS/ECEAP parents to connect, learn, and advocate for critical policies that support the well-being of children and families in our state.

- **Workshops and Networking Sessions:** Attendees will participate in focused workshops designed to enhance professional development and share best practices in early childhood education. Networking opportunities will be available for connecting with peers and industry leaders.
- **Advocacy Training:** The event will feature advocacy training sessions, providing attendees with the skills and resources necessary to engage effectively with state and local policymakers on key issues affecting early childhood education.
- **Meetings with Legislators:** Attendees will have the opportunity to meet with state legislators in Olympia to discuss issues such as program funding, workforce challenges, and other legislative matters impacting early childhood education.
- **Policy Discussions:** There will be in-depth discussions on the future of early childhood programs, focusing on topics such as inclusivity, equity, and quality improvements in the early learning sector.

This event presents a significant opportunity for our team to stay informed on relevant policy developments, gain insights from experts in the field, and build relationships with key policymakers. Additionally, participating in the advocacy portion will enable us to directly influence policy changes that could benefit our program and the communities we serve.

Dr. Brockbank, as the Board of Trustees (BOT) Policy Council liaison, has offered to attend Advocacy Day in Olympia on behalf of Head Start (HS) and Early Childhood Education and Assistance Program (ECEAP) Policy Council parent representatives, their children, and the HS/ECEAP programs. This will further strengthen our advocacy efforts and demonstrate Spokane Colleges' ongoing commitment to supporting policy initiatives that impact our programs and families.

## **BITE2GO PROGRAM UPDATE**

The Bite2Go program continues to play a vital role in supporting children and families in our Head Start and ECEAP programs by addressing food insecurity. Through this partnership, children receive nutritious, easy-to-prepare meals to take home over the weekend, ensuring they have access to healthy food when school meals are unavailable.

This year, we are especially grateful for the generosity of 10 local families in our community who have sponsored our program by donating upwards of \$15,000 each. Their contributions have made it possible to expand our reach and deepen our impact, ensuring no child goes hungry. This initiative not only meets a critical need but also strengthens our commitment to fostering the well-being and success of the families we serve.

We thank Bite2Go and our generous sponsors for helping us make a positive and lasting difference in our community.

## **COMMUNITY OF GIVING**

Each year during the holiday season, our community comes together to generously support the children and families in our Head Start programs. This tradition of giving provides not only essential items but also joy and hope during a special time of year.

This year, we were fortunate to receive support from the following:

- **Jubilant HollisterStier:** Purchased toys, clothing, and gift cards for seven families at our NECC site.
- **Community Member:** Sponsored one family at NECC with a \$250 cash donation.

- **SFCC Associated Student Government:** Provided Tree of Sharing gifts for 70 families at the Early Learning Center (ELC).
- **SFCC Admission and Registration:** Donated winter hats and gloves to families at the ELC.
- **SNAP:** Supplied weatherization kits to families at multiple sites.
- **Redeemer Lutheran Church:** Contributed 256 shoe boxes filled with toothbrushes, underwear, toys, and essentials for children across multiple locations.
- **Spokane Colleges Executive Assistants Team:** Sponsored a family at GFH, providing toys for the children, health and beauty supplies basket for mom, and a generous Kohl's gift card.

We are deeply grateful for the outpouring of generosity and commitment from our community. Together, we make a meaningful difference in the lives of children and families, fostering a spirit of hope and connection.



**Prepared by:** Bobbi Woodral, District Director

## SPOKANE HEAD START GOALS AND OBJECTIVES

<b>Goal 1: Strengthen operational infrastructure to support safe and high-quality program delivery.</b>	
<b>Objective 1</b>	<p>Improve classroom environments for health and safety through stable staffing patterns, as measured by:</p> <ul style="list-style-type: none"> <li>• Restructuring our organizational chart and revising job descriptions by August 31, 2022.</li> <li>• Streamlining hiring and onboarding process by August 31, 2023.</li> <li>• Complete under-enrollment plan to achieve full enrollment by April 1, 2024.</li> </ul>
<b>Progress</b>	<ul style="list-style-type: none"> <li>• Restructuring and providing each site with a classroom quality specialist shifting management resources from our administrative building to our centers has been an asset to onsite support. Our center managers continue to report the CQS role being very helpful with onboarding, training, and developing our education staff.</li> <li>• Full time assistant teacher positions were created to support operations with consistent, reliable scheduling. Current part-time staff were provided opportunity to promote to a full-time position providing more stability with scheduling.</li> <li>• Program coordinator position created in previous program year was recently filled after a prolonged vacancy. This position supports hiring and recruitment with focused participation in community events.</li> <li>• Our administrative positions continue to evolve. After creating the Comprehensive Services Manager and Operational Services Manager in the previous program year, it was decided to revert to our original structure shifting these management positions into the Director of Program Services and the Director of Operations. Additionally, with a vacancy in HS/EHS Director of Administrative Services &amp; Compliance we utilized this opportunity to update director job descriptions and create a Compliance Manager to support regulatory compliance including program self-assessment, community needs assessment, grant development, site environmental safety, collaboration with site leases and landlords, and minor site renovations and maintenance.</li> <li>• In response to the growing need of families and children in crisis, we are expanding our comprehensive services team to include a mental health specialist position. With an emphasis on staff wellness, this component will foster supportive environments and implement initiatives that support the mental health and well-being of staff delivering crucial services. A detailed description of this position has been included in subsection B, 7 Health- Mental Health.</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>• Although we have seen improvement with hiring staff, several positions experienced a revolving door with resignations, retirements, and</li> </ul>

	<p>reassignments leading to vacancies to be filled for a second or third time within the current program year.</p> <ul style="list-style-type: none"> <li>• In recovery from the pandemic, the number of applications being submitted continues to be low, resulting in extended time elapsing before vacancies are filled.</li> <li>• Experienced applicants are minimal, leading to a high need for baseline training. This creates a challenging balance, as newly hired staff are immediately needed in the classroom and require focused training time.</li> </ul>
<p><b>Objective 2</b></p>	<p>Expand program-wide leadership development pathways to promote professional growth of staff, as measured by:</p> <ul style="list-style-type: none"> <li>• Employee survey to assess staff desire to develop leadership skills and perception of opportunities to grow by August 31, 2022.</li> <li>• Improve communication and professional development by reconstituting annual program committees (e.g., ERSEA, Safety, School-Readiness, and Wellness) by October 31, 2023.</li> <li>• Statistically significant increase in internal promotions to leadership positions by August 31, 2026.</li> </ul>
<p><b>Progress</b></p>	<ul style="list-style-type: none"> <li>• As part of our annual self-assessment this year, we analyzed our current onboarding process to provide improvement to better prepare new staff within our program and increase retention rates. Actions resulting from this analysis included a review/revision of the onboarding process to identify gaps and areas for improvement, develop a comprehensive training structure, implement a mentorship program, and establish a feedback mechanism to develop an interactive system for improvement and collection of new employee input regarding their experience.</li> <li>• In response to last year's self-assessment, professional growth opportunities became a strength within our program. Examples of internal promotions occurring program wide are a home-visitor promoting to an assistant center manager, a lead teacher promoting to a classroom quality specialist, component specialists promoting to program managers, program managers promoting to directors, assistant teachers promoting to associate teachers, and associate teachers promoting to lead teachers. Many of these promotions are due to staff receiving certificates while working and experiencing hands-on learning in our classrooms.</li> <li>• Active performance plans have been created providing an opportunity for professional growth with teaching staff and opportunities to earn early learning certificates and/or degrees, which lead to promotions.</li> <li>• Five center managers participated in a leadership course offered by the National Head Start Association and received a Site Leader Credential. Two more center managers will participate in this leadership development opportunity each quarter offered until the remaining CMs have received this credential.</li> </ul>

<b>Challenges</b>	Establishing time outside the classroom for staff to attend training requires a delicate balance and careful planning to support classroom operations and ongoing professional development, without impacting the high quality of services provided to children and families.
<b>Objective 3</b>	<p>Improve consistency and clarity of internal communication processes, as measured by:</p> <ul style="list-style-type: none"> <li>• Expand the number of questions related to internal communication processes on our employee survey by January 31, 2024.</li> <li>• Incremental shifts in staff perception reported in semi-annual employee surveys by August 31, 2026.</li> </ul>
<b>Progress</b>	<p>As part of our annual self-assessment staff surveyed this year were asked to identify strategies most important to implementation and support with comprehensive onboarding. Of the 120 staff, responses 27.5% indicated feedback mechanisms are in place to support onboarding. Additionally, 17.5% of respondents indicated program culture and values have been communicated. This information collected shows progress as well as demonstrating an opportunity for continuous growth amid workforce changes and substantial staff turnover. The survey reveals a shift in perception, with 67.5% of respondents indicating they stay in their current job due to supportive environments.</p>
<b>Challenges</b>	<p>While we have successfully implemented an employee survey, we may need more specific questions related to internal communication processes.</p> <ul style="list-style-type: none"> <li>• Staff participation in surveys can be limited. Providing additional options such as electronic and paper copies, or scheduled time to respond to staff surveys may produce additional data. Staff reported to their supervisor missed opportunities for completing surveys due to prioritizing daily operations with staff shortages.</li> </ul>

<b>Goal 2: Adapt community and family engagement strategies to respond to the negative impacts of 2020's events on families' opportunities and challenges.</b>	
<b>Objective 1</b>	<p>Improve program-wide enrollment, as measured by:</p> <ul style="list-style-type: none"> <li>• Increasing enrollment from a baseline of 67.7% to 97% by January 1, 2022.</li> <li>• Maintaining full enrollment from January 1, 2022, to August 31, 2026.</li> </ul>
<b>Progress</b>	<ul style="list-style-type: none"> <li>• Increased enrollment for Early Head Start from 46.2% in September 2022 to 72% May 2023.</li> <li>• Increased enrollment for Head Start from 49.5% in September 2022 to 66% May 2023.</li> <li>• Increased enrollment for Early Head Start from 76.3% in September 2023 to 100% in April 2024.</li> </ul>

	<ul style="list-style-type: none"> <li>• Increased enrollment for Head Start from 56.2% in September 2023 to 100% in April 2024.</li> <li>• The approval of our change of scope enhanced our capacity to achieve full enrollment by April 2024, satisfying the under enrollment plan we received in April 2023. We accomplished this by responding to community needs, reducing the number of preschool children served, and offering longer hours of care, thereby providing families with options that better suit their work and school schedules.</li> </ul>
<b>Challenges</b>	<p>Challenges achieving full enrollment were impacted by the evolving early learning landscape in our community, particularly with the introduction of additional state-funded early childhood education programs. These new programs have created more options for families, potentially diverting enrollments from our HS program.</p> <ul style="list-style-type: none"> <li>• Continual turnover within our staff posed significant challenges to achieving full enrollment. Instability created by frequent changes in personnel not only affected the quality of education but also disrupted the continuity of care for enrolled children, potentially dissuading new enrollments.</li> <li>• Enrollment is further impacted by the absence of available waitlists. This absence suggests a disconnect between demand and capacity, highlighting the need to better understand and address the early learning needs of our community, ensuring that our programs align effectively with their requirements and preferences.</li> </ul>
<b>Objective 2</b>	<p>Increased attendance at Parent Meetings:</p> <ul style="list-style-type: none"> <li>• Increase parent meeting attendance by 10% from Sept 2023 to August 2024</li> <li>• Increase parent meeting attendance by 15% from Sept 2024 to August 2025</li> <li>• Increase parent meeting attendance by 20% from Sept 2025 to August 2026</li> </ul>
<b>Progress</b>	<ul style="list-style-type: none"> <li>• In August 2024, we will aggregate the baseline data for parent attendance at family engagement events, parent meetings, and parent committees, covering the period from 2023 to 2024.</li> <li>• Staff report an increase in parent attendance at site parent meetings due to offering hybrid options removing barriers with schedules and transportation conflicts.</li> <li>• Offering after hours events has resulted in an increase in attendance for working families.</li> </ul> <p>From September 2023 to May 2024, an average of 128 parents attended site parent meetings/events offered monthly.</p>



<p><b>Challenges</b></p>	<ul style="list-style-type: none"> <li>• Preliminary data collected from our Community Needs Assessment indicates continued hesitation by families post pandemic to return to in-person services. This leads to inconsistent attendance and participation.</li> <li>• Additional challenges identified in our CNA reflect health concerns, scheduling conflicts, and logistical challenges impact consistent participation.</li> <li>• The attendance of staff at after-hour meetings and events is hindered by exhaustion stemming from both staff turnover and the increased demands of managing challenging behaviors throughout the day, exacerbated by the social and emotional impacts of recovering from the pandemic.</li> </ul>
<p><b>Objective 3</b></p>	<p>Increase male involvement and participation in Head Start Development experiences:</p> <ul style="list-style-type: none"> <li>• Increase 2024 participation percentage by 5% from 2023 PIR 2023 baseline data is 47.2%</li> <li>• Increase 2025 participation percentage by 10% from 2024 PIR</li> <li>• Increase 2026 participation percentage by 15 % from 2025 PIR</li> </ul>
<p><b>Progress</b></p>	<ul style="list-style-type: none"> <li>• Focused efforts towards increasing male involvement and participation in our program has occurred during the current program year. We have developed a partnership with the Spokane Fatherhood Initiative including monthly presentations at Policy Council meetings and parent participation in advocating for fatherhood classes to be offered at our NECC Head Start location.</li> <li>• At the time of this writing, comparative 2024 PIR data to illustrate progress was not yet available and will be reported for the next program year.</li> </ul>
<p><b>Challenges</b></p>	<p>Our program primarily serves single-parent households, with a significant majority being single mothers. As we strive for inclusivity, we aim to actively involve more males in our initiatives, enriching the support network available to all families.</p>
<p><b>Objective 4</b></p>	<p>Increase Policy Council Participation:</p> <ul style="list-style-type: none"> <li>• Meet quorum at all Policy Council Meetings for program year 2024.</li> <li>• Meet quorum and increase participation 5% at all Policy Council Meetings by program year 2025.</li> <li>• Meet quorum and increase participation 10% at all Policy Council Meetings by program year 2025</li> </ul>
<p><b>Progress</b></p>	<ul style="list-style-type: none"> <li>• Quorum was met with 100% at all Policy Council meetings from September 2023 to May 2024.</li> <li>• There was an increase in parent attendance at PC during the 2022-23 program year of 4% compared to the 2021-22 program year.</li> <li>• In 2023-2024 program year we increased parent attendance at PC from the previous year by 18%. This accounted for an increase of 19% from 2021-23.</li> </ul>

	<ul style="list-style-type: none"> <li>Center managers observe an increase in participation and engagement from parents involved in Policy Council. Examples include presentations to the Board of Trustees, participation in site parent meetings, and presentations at program All Staff meetings, where they shared their experiences in HS/EHS and the positive impacts on their families. Additionally, Policy Council parents attended the winter advocacy day in February, connecting in-person with state legislators advocating for HS programming.</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>Parents face challenges in program participation due to the constraints of balancing work, school, and family schedules.</li> <li>Parent participation among those employed by our HS/EHS program is restricted due to conflicts of interest.</li> </ul>
<b>Objective 5</b>	<p>Improve participation of partners in the program and direct referrals from partners, as measured by:</p> <ul style="list-style-type: none"> <li>Establishing clearly defined staff leads and roles for relationship management by August 31, 2022.</li> <li>Achieving statistically significant incremental increases in direct participation of program partners by August 31, 2023.</li> </ul>
<b>Progress</b>	<ul style="list-style-type: none"> <li>During the current program year, we collaborated with Spokane Public Schools to develop and implement Special Education Preschool Partnership (SEPP) delivering on-site special education services to all preschool children qualifying for an Individualized Education Program (IEP) in all classrooms. Previously, Collaborative Approach to Preschool Education (CAPE) served dually enrolled children with HS and Spokane Public Schools Special Education support. This partnership fosters communication and coordination between HS staff and SEPP professionals and aligns interventions and monitoring children’s progress effectively. Additionally, this partnership has increased access to special education services from less than 20% programmatically to 100% by reducing participation barriers and improving overall outcomes.</li> <li>During program year 23-24, our EHS Education and Disability Specialist began meeting monthly with the Lead Family Resource Coordinator and the Developmental Specialist from Youthful Horizons Pediatric Therapy. This therapy provider, in addition to serving eligible children under Part C of IDEA, is contracted with the Developmental Disabilities Administration. This contract allows an additional layer of special services to be delivered through their Developmental Specialist. The Developmental Specialist provides individualized support to eligible children at each of our sites. These monthly meetings have strengthened our program’s communication and partnership with Youthful Horizons and the Developmental Disabilities Administration of Spokane County.</li> <li>Our Early Head Start Education and Disabilities Specialist participates in the Eastern Washington Home Visitor’s Collaborative, a meeting involving local agencies who provide home visiting services for pregnant women and families with infants and toddlers.</li> </ul>

	<ul style="list-style-type: none"> <li>• Our Component Specialists participate in the County Interagency Coordinating Council, a meeting hosted by Spokane Regional Health District that provides a collaborative platform for local agencies who work closely with Early Support for Infants and Toddlers (ESIT).</li> </ul>																								
<b>Challenges</b>	<ul style="list-style-type: none"> <li>• Staff turnover in our program and community resource agencies led to temporary interruptions in relationships with our community partners resulting in the need to rebuild and seek additional partnerships for those that closed or restructured due to pandemic repercussions.</li> </ul>																								
<b>Objective 6</b>	<p>Improve culturally responsive Policy Council recruitment, as measured by:</p> <ul style="list-style-type: none"> <li>• Developing new recruitment strategies by August 31, 2023.</li> <li>• 10% increase in diversity by September 30, 2023.</li> </ul>																								
<b>Progress</b>	<ul style="list-style-type: none"> <li>• Progress made towards improving a culturally responsive Policy Council has been accomplished by partnering with each of our 11 centers to create customized Policy Council recruitment strategies that reflect the unique demographics of the families being served.</li> <li>• We developed and distributed multilingual materials tailored to each center’s community. Additionally, each center hosts culturally relevant and accessible events, with personal invitations sent to encourage diverse parents to join the Policy Council.</li> <li>• We have incorporated time where parents can share about their own cultures, traditions, and experiences.</li> <li>• We have increased male involvement through agendas that reflect the interests of all identities along with the continued attendance of our male community representatives.</li> <li>• We have enhanced our ability to provide accommodations for parents with special needs, ensuring inclusivity and accessibility for all participants.</li> <li>• Active Policy Council members represent multiple race/ethnicity groups as shown in this table: <table border="1" data-bbox="496 1451 992 1745"> <thead> <tr> <th>Race/Ethnicity</th> <th>#</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>White</td> <td>25</td> <td>73.5%</td> </tr> <tr> <td>Black</td> <td>1</td> <td>2.9%</td> </tr> <tr> <td>Hispanic/Latino</td> <td>5</td> <td>14.7%</td> </tr> <tr> <td>Native American</td> <td>1</td> <td>2.9%</td> </tr> <tr> <td>Pacific Islander</td> <td>1</td> <td>2.9%</td> </tr> <tr> <td>Multi-Racial</td> <td>1</td> <td>2.9%</td> </tr> <tr> <td>Total</td> <td>34</td> <td></td> </tr> </tbody> </table> </li> <li>• We have observed a 19% increase in parent attendance at Policy Council since October 2021.</li> <li>• From the 2022-23 program year to the current program year 2023-24 we observed an 18% increase in parent attendance at Policy Council.</li> </ul>	Race/Ethnicity	#	%	White	25	73.5%	Black	1	2.9%	Hispanic/Latino	5	14.7%	Native American	1	2.9%	Pacific Islander	1	2.9%	Multi-Racial	1	2.9%	Total	34	
Race/Ethnicity	#	%																							
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Pacific Islander	1	2.9%																							
Multi-Racial	1	2.9%																							
Total	34																								

	<ul style="list-style-type: none"> <li>• From the 2021-22 program year to the 2022-23 program year attendance increased by 4%.</li> <li>• We continue to include a tribal land acknowledgment at our Policy Council meetings.</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>• Providing a broad array of language options for in-person meetings with parents.</li> <li>• Providing varying meeting times and attendance options for parents to support diverse needs is challenging due to logistical complexities and resource constraints.</li> </ul>

<b>Goal 3: Prepare participating children and their families to be ready for kindergarten.</b>	
<b>Objective 1</b>	<p>Improve school-readiness of enrolled children, as measured by:</p> <ul style="list-style-type: none"> <li>• 65% of enrolled children will meet or exceed age-appropriate school readiness goals across at least three of five Head Start Early Learning Outcomes Framework: Ages Birth to Five (ELOF) domains, as measured by Teaching Strategies Gold assessments by June 30, 2022.</li> <li>• 70% of enrolled children will meet or exceed age-appropriate school readiness goals across at least three of five Head Start Early Learning Outcomes Framework: Ages Birth to Five (ELOF) domains, as measured by Teaching Strategies Gold assessments by June 30, 2023.</li> <li>• 75% of enrolled children will meet or exceed age-appropriate school readiness goals across at least three of five Head Start Early Learning Outcomes Framework: Ages Birth to Five (ELOF) domains, as measured by Teaching Strategies Gold assessments by June 30, 2024</li> <li>• 80% of enrolled children will meet or exceed age-appropriate school readiness goals across at least three of five Head Start Early Learning Outcomes Framework: Ages Birth to Five (ELOF) domains, as measured by Teaching Strategies Gold assessments by June 30, 2025.</li> <li>• 85% of enrolled children will meet or exceed age-appropriate school readiness goals across at least three of five Head Start Early Learning Outcomes Framework: Ages Birth to Five (ELOF) domains, as measured by Teaching Strategies Gold assessments by June 30, 2026.</li> </ul>
<b>Progress</b>	<ul style="list-style-type: none"> <li>• As of this writing, more than 75% of enrolled children meet or exceed age-appropriate school readiness goals across at least three of five Head Start Early Learning Outcomes Framework: Ages Birth to Five (ELOF) domains, as measured by Teaching Strategies Gold assessments.</li> <li>• Robust documentation through ongoing observation supported accurate assessment.</li> </ul>

<b>Challenges</b>	<ul style="list-style-type: none"> <li>• Staff surveyed for the program self-assessment indicated obstacles with collecting data are attributed to time constraints and child absenteeism.</li> </ul>
<b>Objective 2</b>	<p>Improve social and emotional development to support school-readiness by enhancing mental health services, as measured by:</p> <ul style="list-style-type: none"> <li>• 10% more families are referred to mental health services by June 30, 2024.</li> <li>• Increase implementation and use of learning activities and tools aligned with Teaching Strategies Gold Social Emotional objectives to support and strengthen social emotional development by June 30, 2026.</li> </ul>
<b>Progress</b>	<ul style="list-style-type: none"> <li>• Over 6.5% of enrolled families were referred to mental health services this year, achieving a 10% increase from our baseline of 5.5%.</li> <li>• Implementation of Conscious Discipline as a foundation for social emotional curriculum supports success with self-regulation.</li> </ul>
<b>Challenges</b>	<p>Initiating difficult conversations with families surrounding mental health resources available in our community.</p>
<b>Objective 3</b>	<p>Improve family stability to support school-readiness, as measured by:</p> <ul style="list-style-type: none"> <li>• 90% of parents will demonstrate progress as measured by family outcome assessments by June 30, 2026.</li> </ul>
<b>Progress</b>	<ul style="list-style-type: none"> <li>• This objective was updated to better reflect the data we collect through ongoing monitoring. We will report on our progress next year.</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>• Maintaining consistent certified Mental Health Consultants without interruption in services has been a challenge due to repercussions of the pandemic on emotional wellbeing.</li> <li>• We continue to experience the impacts from the COVID pandemic on families and staff regarding consistent attendance and social emotional wellbeing.</li> <li>• Staff turnover impacts training opportunities and progress.</li> </ul>

**HEAD START/EARLY HEAD START FY 24-25  
BUDGET REPORT JANUARY 2025**

November 30, 2024

HEAD START 4SA6/HS25 - Grant Period 9/01/2024 Thru 8/31/2025							EARLY HEAD START 4SC6/EHS25 - Grant Period 9/01/2024 Thru 8/31/2025					
	Current Budget (Includes YTD Revisions)	YTD Revisions	Spent or Spending	Unspent Balance	Percent Spent	Time Elapsed	Current Budget (Includes YTD Revisions)	YTD Revisions	Spent or Spending	Unspent Balance	Percent Spent	Time Elapsed
<b>FEDERAL FUNDING</b>												
Personnel	4,309,122	0	1,207,249	3,101,873	28%	25%	4,680,898	0	1,290,623	3,390,275	28%	25%
Fringe Benefits	2,056,360	0	519,227	1,537,133	25%	25%	2,061,956	0	576,792	1,485,164	28%	25%
Travel	0	0	0	0	0%	25%	0	0	0	0	0%	25%
Equipment	0	0	0	0	0%	25%	0	0	0	0	0%	25%
Supplies	179,845	0	44,758	135,087	25%	25%	148,368	0	37,974	110,394	26%	25%
Contractual	0	0	0	0	0%	25%	0	0	0	0	0%	25%
Facilities/Construction	0	0	0	0	0%	25%	0	0	0	0	0%	25%
Other	662,601	0	141,398	521,203	21%	25%	508,358	0	133,299	375,059	26%	25%
Indirect	612,305	0	156,405	455,900	26%	25%	643,703	0	160,926	482,777	25%	25%
Unobligated/To Be Reassigned	0	0	0	0	0%	25%	0	0	0	0	0%	25%
<b>FEDERAL FUNDING TOTAL</b>	<b>\$7,820,233</b>	<b>\$0</b>	<b>\$2,069,038</b>	<b>5,751,195</b>	<b>26%</b>	<b>25%</b>	<b>\$8,043,283</b>	<b>\$0</b>	<b>\$2,199,613</b>	<b>5,843,670</b>	<b>27%</b>	<b>25%</b>
<b>OTHER FUNDING</b>												
SCC/SFCC Student Gov't Funds	61,839	0	20,574	41,265	33%	25%	79,161	0	26,184	52,977	33%	25%
Child Care Fees	1,350,953	0	341,431	1,009,522	25%	25%	1,866,526	0	427,677	1,438,849	23%	25%
<b>OTHER FUNDING TOTAL</b>	<b>\$1,412,792</b>	<b>\$0</b>	<b>\$362,005</b>	<b>\$1,050,787</b>	<b>26%</b>	<b>25%</b>	<b>\$1,945,687</b>	<b>\$0</b>	<b>\$453,862</b>	<b>1,491,825</b>	<b>23%</b>	<b>25%</b>
<b>TOTAL FUNDING</b>	<b>\$9,233,025</b>	<b>\$0</b>	<b>\$2,431,042</b>	<b>6,801,983</b>	<b>26%</b>	<b>25%</b>	<b>\$9,988,970</b>	<b>\$0</b>	<b>\$2,653,475</b>	<b>7,335,495</b>	<b>27%</b>	<b>25%</b>
<b>Training &amp; Tech Assistance Funds</b>	<b>\$76,563</b>		<b>\$19,511</b>	<b>57,052</b>	<b>25%</b>	<b>25%</b>	<b>\$145,055</b>		<b>\$17,972</b>	<b>127,083</b>	<b>12%</b>	<b>25%</b>
<b>Non-Federal Share Match HS/EHS</b>	<b>\$4,017,033</b>		<b>\$858,024</b>	<b>3,159,009</b>	<b>21%</b>	<b>25%</b>	<b>**Head Start and Early Head Start Non-Federal Share is Combined**</b>					

This document has been prepared on the basis of information available to the program's Fiscal Office through:

November 30, 2024

Initials

Policy Council Treasurer \_\_\_\_\_

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

CCS HS/EHS Board Liason \_\_\_\_\_

## USDA CACFP Meal Service Report - November 2024

Number of Reimbursable Meals		Actual HS/EHS Reimbursement		
6,410	Breakfast	\$15,191.70	Total Attendance	8,141
0	AM Snacks	\$0.00	Average Number of school days	17.00
7,800	Lunch	\$34,554.00	Average daily attendance	478.87
6,476	PM Snacks	\$7,835.96		
0	Supper	\$0.00		
0	Evening Snacks	\$0.00		
20,686	<b>Total</b>	<b>\$57,581.660</b>	<b>Cash-In-Lieu</b>	<b>Total</b>
			\$2,340.00	<b>\$59,921.66</b>

**Monthly Food Operating costs**

**November Farm to School Grant reimbursement      \$1,346.63**

## **DOL Grant Awarded to Spokane Community College**

### **BACKGROUND**

On December 30, 2024, Spokane Community College was honored to receive a \$5.7 million grant from the U.S. Department of Labor Strengthening Community Colleges program. SCC's proposal, titled *Washington State Advanced Manufacturing Coalition: Robotics and Automation Career Pathway Coalition*, will enable the college to invest in lab equipment, provide tuition and training opportunities for students entering this workforce sector, and support economic development activities across our region.

Coalition partners for this grant are the Spokane Workforce Council, Big Bend Community College, Edmonds College, and Green River Community College. SCC is proud to be one of only 18 colleges nationwide to receive this award.

SCC would like to recognize the outstanding team across our district that contributed to this achievement: VP of Workforce Development Julie Parks, Technical Education Faculty John Norman and George Hollwedel, Technical Education Dean Ashley Purdin, Sandra Reed, Lupito Flores, and Ben Divis from the district grants office, as well as Interim VPI Jaclyn Jacot.

This presentation applies to the following Spokane Colleges' BOT goals:

- #2: Seek greater involvement outside the colleges with the business community and elected officials.
- #6: Ensure our programs, particularly those in the skilled trades and professions, are advancing and meeting the community's technology and professional needs.
- #7: Examine and implement ways to make the college costs more affordable to students, i.e., fees, tuition, focus on FAFSA and Pell grant eligibility, expand OER.

Prepared by: Nancy Delgado, Executive Assistant to the President

Presented by: Julie Parks, Vice President of Workforce Development  
Jaclyn Jacot, Interim Vice President of Instruction, SCC  
Jenni Martin, President, SCC





# U.S. Department of Labor Strengthening Community College Grant – Round 4 Presentation

Washington State Advanced Manufacturing Coalition

January 21, 2024

# Advanced Manufacturing Sectors – Robotics & Automation

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1. Aerospace and Space
2. Agriculture and Food Processing
3. Clean Technology
4. Maritime
5. Military and Defense



# Education/Workforce Partners

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Spokane Community College  
(Lead)

Spokane Workforce Council

Big Bend Community College

Green River Community College

Edmonds College

Spokane Public Schools



# Community & Organizations/ Government Based Partners

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Aerospace Futures Alliance (AFA)

AFSCME: Washington Federation of State Employees

Apple STEM Network

Center for Advanced Manufacturing

Economic Alliance of Snohomish County

Latino Educational Training Institute – Lynnwood, WA

North Central Washington Tech Alliance

Society of Manufacturing Engineers

United Way of King County

Washington State Board of Community and Technical Colleges

Washington Workforce Training and Educational Coordinating Board.



# Employer Partners

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Aero Controls, Inc.

Airbus Robotics

Blue Origin

CNC Machine Services, Inc.

Group14

Honeywell of Liberty Lake

Jamco

Okanagan Specialty Fruits

Sila

SunSource: Warden Fluid Dynamics

Trident Seafoods

Twelve

Wagstaff



# Grant Goals

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Upskill 1,375 individuals in advanced manufacturing including automation and robotics.

Increase the number of companies working with the colleges in advanced manufacturing.

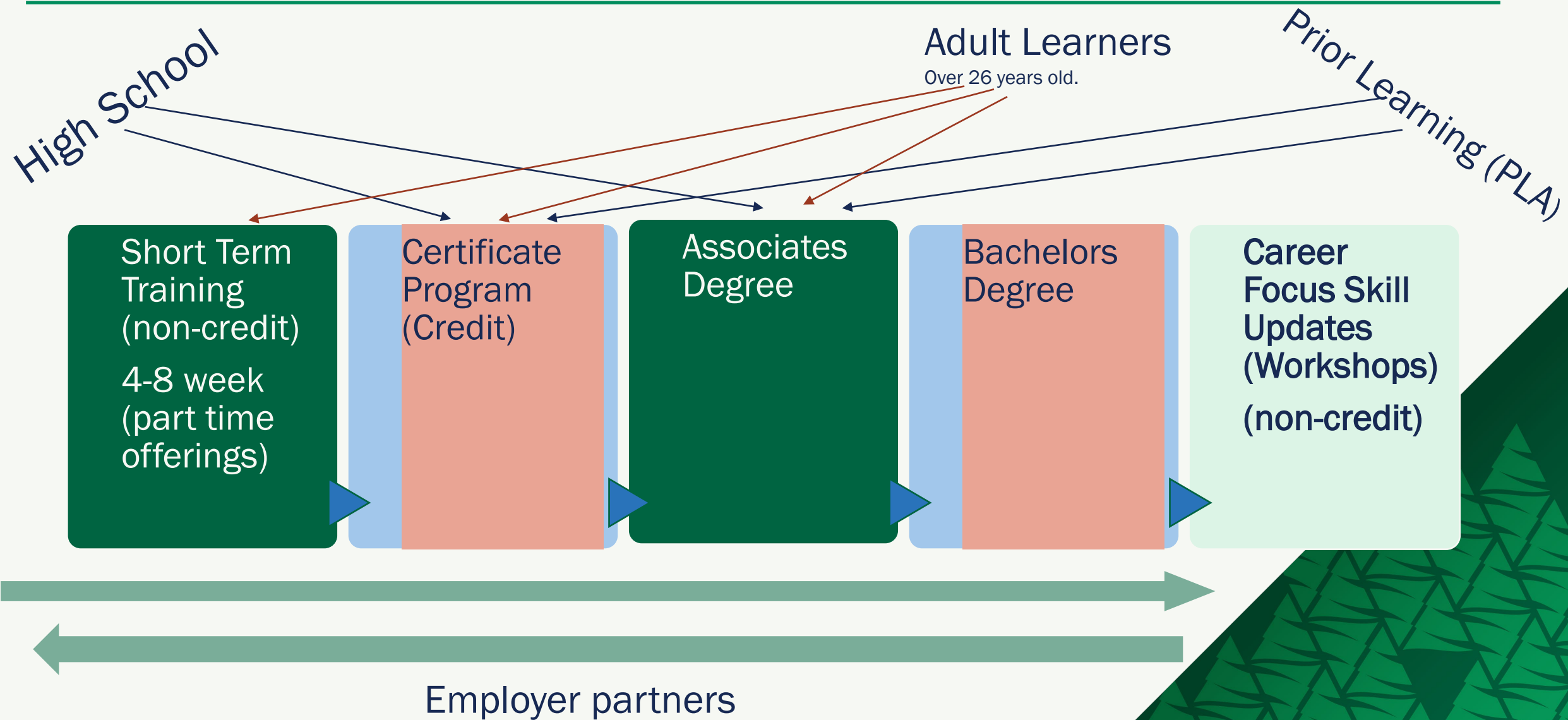
Purchase up-to-date equipment for automation and robotics

Provide wrap-around services to students (transportation, tools, clothing.)

Create seamless “entry and exit points” for people who need upskilling or want a career.

Program alignment: from high school through bachelor degree institutions.

# Theory - Continuum of Learning



# Collaboration to Achieve the Goals

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- Information Technology Needs
- Human Resources
- Subrecipient reporting requirements & monitoring.
- Campus building hours.
- Institutional Research





# Help needed:

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Let people know about the project and connect them to us.

Check in on our progress.

Support the change we are working towards (i.e. the alignment of the full continuum of learning).

**Questions?**



**REPORT: STRATEGIC PLAN UPDATE**

Presented by: Dr. Lori Hunt  
Chief of Staff and Strategy, Spokane Colleges  
January 21, 2025



# Strategic Plan Update

Current Strategies, Future Success

Dr. Lori Hunt  
Chief of Staff & Strategy  
January 21, 2025

# Purpose

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## Mission:

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



# 2021-2025 Strategic Plan Review

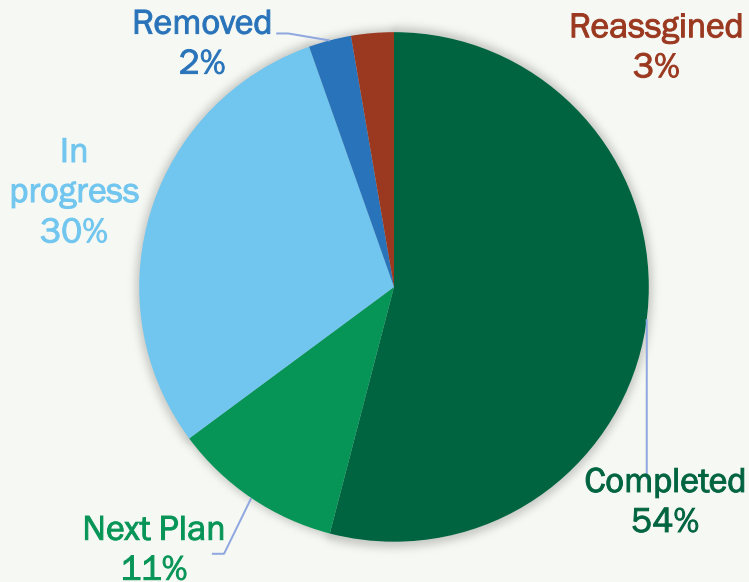
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Total # of projects: 37

**Student Success (10):** 5 completed, 1 removed, 3 that will move into the next strategic plan and 1 in progress.

**Operational Excellence (10):** 6 completed, 3 in progress and 1 that will be reassigned to a department.

**Employee Success & Excellence (17):** 9 completed, 7 in progress and 1 that will move to the next strategic plan.



# Completed projects

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Asset Inventory Management System
Chatbot
Compensation Management Restructure
Comprehensive Branding
Comprehensive Program/Operational Review
Customer Relationship Management software
Data Literacy Training Program
Development Day Expansion
EDI – Strengthen Connections
Employee Onboarding
Guided Pathways
Intranet Redevelopment
LEAN Efficiency Project Team Training
LEAN Recruitment
Quarterly Chancellor Town Halls
Re-envisioned employee e-newsletter
Safe Work/Learning Environment Assessment & Recommend
Strategic Plan KPI Dashboard



# Areas of Strength

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- Implemented strategies
  - CRM
  - Employee communications
  - Operational Reviews
  - Spokane Colleges re-branding



# Challenges & Opportunities

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Pandemic

Operationalizing

Metrics & Measurements

Changing landscapes



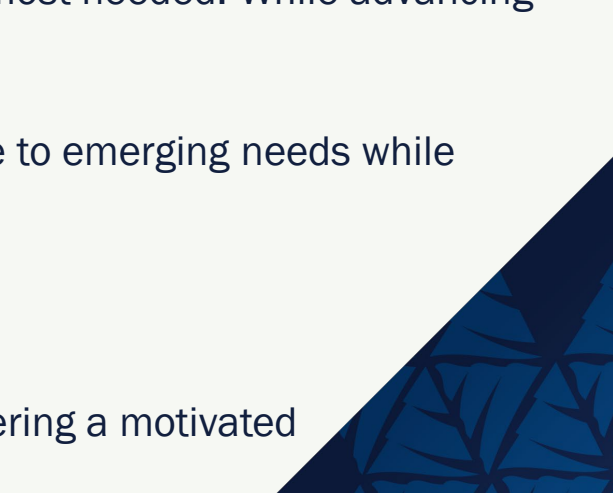
**The shortest distance between you and  
your future!**



# Overlapping Priorities with the Next Strategic Plan

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Continuous improvement with an eye on the future!

- **Student Success and Accessibility** to focus on supporting a seamless experience for students across all campuses while prioritizing student success and enhancing accessibility for all.
  - **Commitment to Equity** is how we will continue to foster inclusive environments where equity is centered, supporting diverse populations and communities through targeted resources and assistance where they are most needed. While advancing economic mobility for all.
  - **Innovation and creative solutions** to address future challenges, we will need to be adaptive to emerging needs while exploring new ways to remain at the forefront of education and services.
  - **Brand Awareness** to enhance brand visibility and reputation.
  - **Employee Retention** through implementation of strategies that retain top talent, while fostering a motivated and engaged workforce for long-term success.
- 

# Next Steps & Recommendations

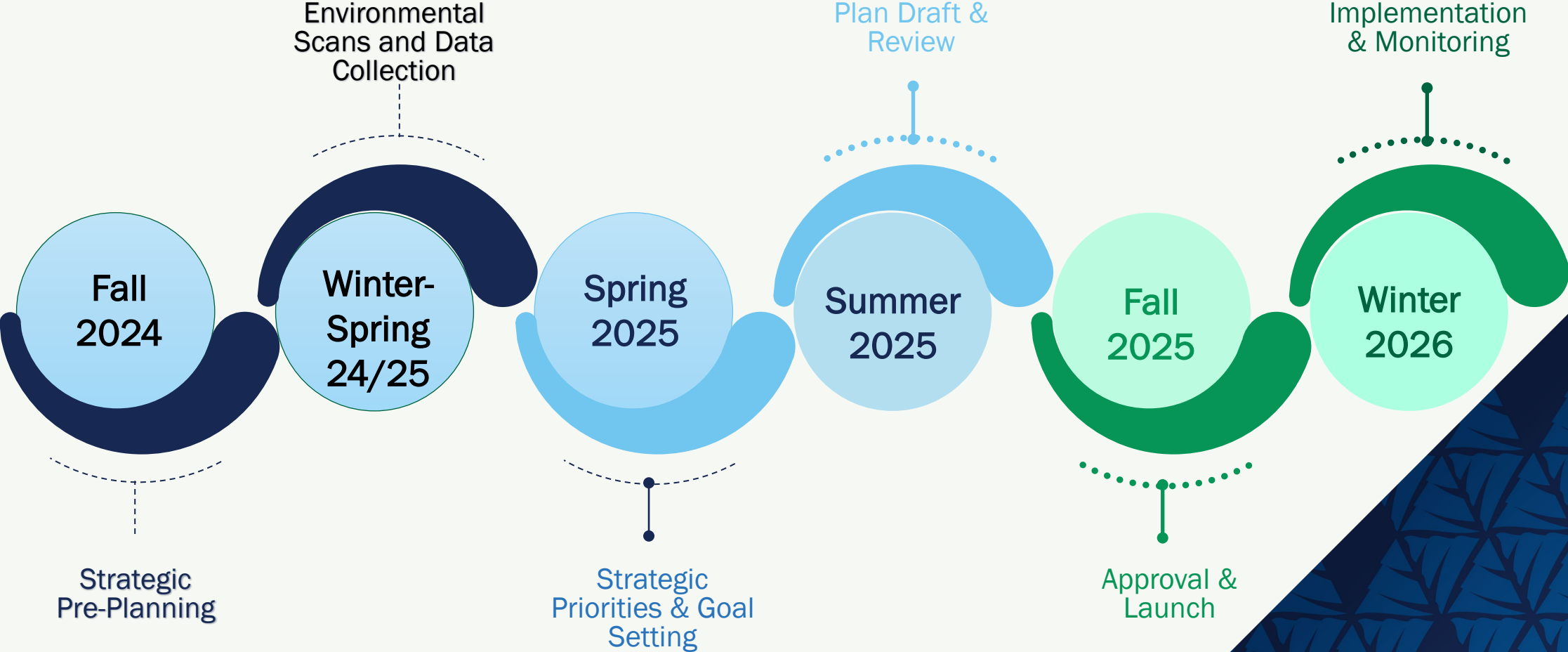
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Where do we go from here?

- **Vendor Selection**
- **Assemble Planning Team**
- **Data Collection**



# New Strategic Plan Timeline





Questions?



**REPORT: REBRANDING UPDATE**

Presented by:      Melanie Rose  
                                 CIAEAO, Spokane Colleges  
                                 January 21, 2025

# Spokane Colleges

## Rebranding Update

Board of Trustees | January 21, 2025

Melanie Rose, Chief Institutional Advancement & External Affairs Officer



**SPOKANE**  
COLLEGES scc | sfcc

# Overview

Board of Trustees driven project, tied to our Strategic Plan

**Objective:** clearly identify our unique position in the region's higher education market and develop a new brand strategy with a fresh, modern look and a more cohesive, clear identity

## Timeline:

- *February 2023:* BOT votes to launch rebrand process
- *July 2023:* Drake Cooper selected
- *Fall 2023 – Spring 2024:* Extensive market research conducted
- *September 2024:* Board of Trustees approves new brand
- *October 2024:* Internal launch (phase 1)
- *January - February 2025:* Initial external launch (phase 2)
- *March – June 2025:* More activities until summer break (phase 3)
- *September 2025 – June 2026:* Remaining activities (phase 4)



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COLLEGES scc|sfcc



# Big Pieces

- Drake Cooper deliverables
- Brand “Rules of Engagement”
- Electronic re-branding decisions
- Budget
- Websites reskinned
- CRM reskinned
- Licensing and ownership of brand assets
- Official steps to change our District name? Legal and business steps?
- Deliver brand assets and guidelines to Barnes & Noble (bookstore)
- Employee apparel
- Spokane Colleges Foundation
- Signage
- Rebranding/replacing marketing materials
- Adapt new brand to ongoing marketing/communications efforts
- Athletics
- Wrap Spokane Colleges fleet vehicles
- Develop Strategic Communications/Marketing Plan
- Engage Community Leaders





# Phased Launch

## Phase 1: Internal (Oct–Dec 2024)

- Town Hall brand reveal – October 10 – video and Q&A
- Weekly brand e-newsletter – Wednesdays
- Accepting marketing orders for rebranded materials for delivery in late December
  - Business cards, nametags, letterhead and envelopes
  - Outreach materials
- Updating Marketing and Communication materials for external launch
  - Websites and CRM “reskinned” with new logos, colors & fonts
  - Forms, PowerPoint templates, ZOOM backgrounds
  - Social media
  - Email signatures
- Developing marketing and communications campaigns focused on brand awareness

# Phase 2: Initial External Launch (Jan/Feb 2025)

## “Big Splash” Awareness

- Billboards (January + February)
- “Get There” campaign
- Digital and print advertising
- Television ads
- Social media campaigns
- Promotional giveaways
- Media coverage
- Outreach swag

## Community Leaders and Partners

- Mailer box with lapel pins
- Community Leadership events
- Journal of Business article & ads
- Alumni and donors via Spokane Colleges Foundation



# “Get There” Campaign

THE SHORTEST DISTANCE BETWEEN YOU & YOUR FUTURE.

The path to a brighter future is ready when you are. With over 90 areas of study and 80+ programs, plus flexible scheduling with online and hybrid courses, you can create the life you want.



**SPOKANE**  
COLLEGES SCC | SFCC

**Get there**  
SPOKANE COLLEGES.EDU

THE SHORTEST DISTANCE BETWEEN **YOU AND YOUR FUTURE.**



**SPOKANE**  
COLLEGES SCC | SFCC

**Get there**  
SPOKANE COLLEGES.EDU



**SPOKANE**  
COLLEGES SCC | SFCC

# Phase 2: Launch Continued (Jan/Feb 2025)

## On Campuses

- Winter quarter materials rebranded
- Business cards, nametags, letterhead & envelopes delivered
- First “Team Store” open – January 6 – 16
- Rebranding e-newsletter continues - Wednesdays
- Student swag giveaways
- Social media campaigns
- All websites and CRM in new brand
- Signage updates begin
- Athletics rebranding begins
- Social media shares by employees and students
- Brand Ambassador training – talking points, brand guidelines
- Promotional t-shirt giveaway for employees



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COLLEGES SCC | SFCC

# Brand Ambassador Training

- **Objectives**

- Ensure all employees understand the background and purpose of the rebrand so they can confidently represent and answer Spokane Colleges questions in the community
- Identify FAQs our employees have heard or expect to hear

- **Strategy**

- Train employees to be Brand Ambassadors
- Provide talking points and FAQs
- Review the brand Mission, Vision, Values and Voice
- Post internal brand resources online

- **Timeline**

- Kick off Jan 10 at All Admin meeting
- Reach employee groups in Jan/Feb through established meetings
- Articles in weekly “Branding Updates” e-newsletter



## Phase 3: Q1-Q2 2025

- Skitch on SFCC gym floor
- New brand swag begins arriving in bookstores
- The Great PNW partnership launches
- Social media campaigns continue
  - Pets of Spokane Colleges
- Spring marketing campaigns updated to reflect new brand – Running Start, etc.
- Community events
- Signage updates continue
- Athletics updates continue
- Second “Team Store” opens (Spring)

## Phase 4: 2025/2026 Year

- Launch Party with the Great PNW
- Athletics unveils new uniforms
- Move to new brand in bookstores complete
- Spokane Colleges fleet vehicles wrapped
- Community events
- Marketing campaigns continue
- Social media continues
- Signage updates complete
- Athletics updates complete
- Measure results, repeat research

# Questions?



**SPOKANE**  
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**DISCUSSION:  
ALERT OF TENURE CONSIDERATION**

**January 21, 2025**

**BACKGROUND**

The following twenty-seven (27) faculty members are in their eighth quarter of tenure review and will be considered for tenure by the Board of Trustees at the March 18, 2025, Board of Trustee meeting.

In addition, any probationary faculty member who is in less than eight quarters of his/her review process may also be considered, depending on recommendations from his/her tenure review committee.

NAME	DEPARTMENT	COLLEGE
BALL-FERNTREE, SUZANNE (SAI)	ESL INSTRUCTOR	SCC
CRANDALL, JOHANNAH (Jo)	MATHEMATICS INSTRUCTOR	SFCC
DOUGLASS-PARKIN, CAMERON	CAD/MECHANICAL DESIGN INSTRUCTOR	SCC
FINLEY, SEAN	GRAPHIC DESIGN INSTRUCTOR	SFCC
FULKERSON, TIFFANY	ANTHROPOLOGY INSTRUCTOR	SFCC
FYRE, MELODY	ELECTRONICS ENGINEERING INSTRUCTOR	SCC
GELINAS, KATHARINE	BIOLOGY INSTRUCTOR	SCC
GUTHRIE-MARTINEZ, MEGAN	PHYSICAL THERAPY ASSISTANT INSTRUCTOR	SFCC
HALLADAY, KATHLEEN	DENTAL ASSISTING/EDFA INSTRUCTOR	SCC
HENRY, CHAD	ITP INSTRUCTOR	SFCC
JOHNSTON, LANDON	COUNSELOR	SCC
KAGAN, CHELSEA	COUNSELOR	SCC
KEDROSKE, KARLEE	NURSING INSTRUCTOR	SCC
LaPLANTE, ROGER	COUNSELOR	SFCC
McCoy, JENNIFER	MEDICAL OFFICE SPECIALIST INSTRUCTOR	SCC
MOSE, HEIDI	BAS MANAGEMENT INSTRUCTOR	SFCC
NEUFVILLE, MARK	INFO SYSTEMS/CYBER SEC INSTRUCTOR	SFCC
PHILLIPS, COZETTE	ART INSTRUCTOR	SFCC
REESE, ANDREW	BUSINESS ACCOUNTING	SFCC
ROBERTS, TYLER	NONINVASIVE CARIOVASCULAR TECHNOLOGY/ECHOCARDIOGRAPHY INSTRUCTOR	SCC
SEMB, JENNIFER	ESL INSTRUCTOR	SCC
SPOTTS, JON	AUTOMOTIVE TECHNOLOGY INSTRUCTOR	SCC
TAYLOR, RYAN	MEDICAL ASSISTANT INSTRUCTOR	SCC
VOSEN, DAVID	INFORMATION SYSTEMS	SFCC
WANKE, COLETTE	ABE INSTRUCTOR	SCC
WHITE, AUSTIN	PHARMACY TECHNICIAN INSTRUCTOR	SCC
WOODS, LAURA	COUNSELOR	SFCC



**The timeline established for Board review is as follows:**

January 21, 2025	Alert Board of Trustees of tenure consideration.
February 18, 2025	Executive Session review and discussion of files, if any
March 18, 2025	Approval/Denial of Tenure

**Prepared by:** **Samantha Shelton**  
Executive Assistant to the Chief Human Resource Officer

**Presented by:** **Frederick Davis**  
Chief Human Resource Officer