SPOKANE COLLEGES SCC | SFCC

Board of Trustees
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WASHINGTON STATE COMMUNITY COLLEGE DISTRICT 17

July 28, 2026

NOTICE OF WORK SESSION MEETING
(Notice Date: Friday, July 24, 2026)

Spokane Colleges Board of Trustees will hold a Work Session meeting on Tuesday, July 28, 2026. An executive session will be held at 8:30 AM and the Work Session will begin at 10:30 AM.

The work session meeting will take place in person at Spokane Falls Community College, 3410 West Whistalks Way, Spokane, Washington as well as a virtual space.

To connect to the July 28th meeting virtually, go to:

Join Zoom Meeting
Meeting ID: 917 7123 8368
Passcode: 023460

A copy of the meeting material can be found online at:
https://ccs.spokane.edu/About-Us/Leadership/Board-of-Trustees/Board-Minutes

SPOKANE COLLEGES MISSION

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

SPOKANE COLLEGES VISION

Providing the best community college experience in the Northwest.

SPOKANE COLLEGES 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

3410 West Whistalks Way
Falls Gateway Building 30, Room 212
Spokane, WA 99224

Join Zoom Meeting
Meeting ID: 917 7123 8368
Passcode: 023460

Work Session: In-Person & Zoom
Tuesday, July 28, 2026

AGENDA
Trustee Todd Woodard; Chair,
Trustee Anna Franklin, Trustee Kelly Fukai, Trustee Glenn Johnson, Trustee Steve Yoshihara
8:30 a.m. - 12:30 p.m.

PLEASE NOTE: The Board reserves the rights to alter the order and times of the agenda. All Board of Trustee meetings are recorded and considered public record.

04/07/2026		Work Session Agenda		TAB #
8:30a	**1.**	**Call to Order** ↳ Trustee Todd Woodard, Chair	**Action**	
8:30-10:30a	**2.**	**Executive Session**	**Discussion**	
10:30-10:35a	**3.**	**Potential Action Generated from Executive Session**	**Action**	
10:35-10:40a	**4.**	**Pledge of Allegiance, Roll Call and Native Land Acknowledgement Statement** ↳ Trustee Todd Woodard, Chair	**Action**	
		Public Comment	**Discussion**	
10:40-10:55a	**5.**	**Consent Agenda** a. Board Minutes ↳ 06/16/2026 – Regular Meeting b. Capital Projects – Nichole Hanna c. Head Start – Bobbi Woodral d. Admin Procedures – Fred Davis & Melanie Rose e. Strategic Plan 6/16 Report – Dr. Kevin Brockbank	**Action**	**Tab 1**
10:55-11:00a	**6.**	**Proposed Exempt Salary Schedule** ↳Fred Davis, Spokane Colleges	**Action**	**Tab 2**

11:00 – 11:15a		**BREAK**	
11:15-11:45a	**7.**	**Board Optimization Discussion** ⤷ Dr. Kevin Brockbank, Spokane Colleges	**Discussion**
11:45-12:15p	**8.**	**Fiscal Sustainability Discussion** ⤷ Dr. Kevin Brockbank, Spokane Colleges ⤷ Dr. Linda McDermott, Spokane Colleges	**Discussion**
12:15-12:30p	**9.**	**Chancellor Report** ⤷ Dr. Kevin Brockbank, Spokane Colleges	**Report**
		Adjournment	

Next Meeting will be held on Tuesday, September 8, 2026, at 8:30 a.m.
Spokane Community College, 1810 North Greene Street, Spokane, WA 99217 with a zoom option

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.

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ACTION: CALL TO ORDER

Prepared by:	Dee Bland Acting Executive Assistant to the Chancellor
Presented by:	Todd Woodard Chair, Board of Trustees July 28, 2026

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

Prepared by:	Dee Bland Acting Executive Assistant to the Chancellor
Presented by:	Todd Woodard Chair, Board of Trustees July 28, 2026

Washington State Community College District 17

Community Colleges of Spokane
Board of Trustees Meeting
July 28, 2026

Native Land Acknowledgment

We are honored to acknowledge that Spokane Colleges, and our main campuses for Spokane Falls and Spokane Community College, are located on the traditional and sacred homelands of the Spokane Tribe. We also provide services in a region that includes the traditional and sacred homelands of the Coeur d'Alene Tribe, Confederated Tribes of the Colville Reservation, Kalispel Tribe and Nez Perce Tribe.

We pay our respect to tribal elders both past and present as well as to all indigenous people today. This land holds their cultural DNA and we are honored and grateful to be here on their traditional lands. We give thanks to the legacy of the original people and their descendants and pledge to honor their stewardship and values.

TAB 1

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 - June 16, 2026
b. Capital Projects - Nichole Hanna
c. Head Start - Bobbi Woodral
d. Admin Procedures - Fred Davis & Melanie Rose
e. Strategic Plan 6/16 Report - Dr. Kevin Brockbank

RECOMMENDATION

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

Prepared by: Dee Bland
Acting Executive Assistant to the Chancellor

Presented by: Trustee Todd Woodard
Chair, Board of Trustees
July 28, 2026

TAB 1-A

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 June 16, 2026 meeting, as presented.

Prepared by: Dee Bland
Acting Executive Assistant to the Chancellor
July 28, 2026

MINUTES

WASHINGTON STATE COMMUNITY COLLEGE DISTRICT 17
BOARD OF TRUSTEES
REGULAR MEETING
SPOKANE COMMUNITY COLLEGE

Present: Trustee Todd Woodard, Chair, Trustee Anna Franklin, Trustee Glenn Johnson. Also present: Chancellor Kevin Brockbank, President Jenni Martin, Interim President Patrick McEachern, Chief of Staff and Strategy Lori Hunt, Chief Human Resources Officer Fred Davis, Chief General Services Officer Nichole Hanna, Chief Financial Officer Linda McDermott, Chief Institutional Advancement & External Affairs Officer Melanie Rose, Vice President of Learning Bonnie Glantz, Vice President of Instruction Jaclyn Jacot, Interim Vice President of Student Affairs Jim Mohr, Vice President of Student Services Patrick Tanner, Chief Information Officer Christine Van Winkle, AHE President Jason Eggerman, Attorney General Carrier Culver, Director of Budget and Planning Chris Grochowski, WFSE Representative Ward Kaplan, District Director of Head Start Bobbi Woodral, IT System Administrator Sean Cotter, Media Technician Brian Lacher, SFCC Faculty Katie Satake, SCC Faculty Logan Amstadter, SFCC Classified Staff Representative Gabby Arroyo, SFCC Faculty Michelle Pearson, Executive Assistant to the President of Spokane Community College Nancy Delgado (recording secretary).

Excused: Trustee Kelly Fukai, Trustee Steve Yoshihara

Guests: Charolette Kane and Jeff Williams

CALL TO ORDER

The Board of Trustees of Washington State Community College District 17 held a special meeting at Spokane Community College, on Tuesday, June 16, 2026. Todd Woodard called the meeting to order at 8:30 am.

Executive Session

The Board will convene in executive session under RCW 42.30.110(1) to discuss with legal counsel representing the agency matters relating to agency enforcement actions.

The executive session will begin at 8:31 am and will last for approximately sixty minutes.

Todd Woodard reconvened the meeting at 9:40 am.

Celebrating Student Success: SCC Corrections Education

Associate Dean of Corrections Education Charlotte Kane and Interim Dean of Extended Learning Jeff Williams provided an overview of Spokane Community College's Corrections Education Program at Airway Heights Corrections Center (AHCC). Ms. Kane explained that the Associate Dean role coordinates policy and partnerships among SCC, the Department of Corrections (DOC), and the State Board for Community and Technical Colleges (SBCTC). The program is supported by 18 classified and exempt staff members, along with faculty instructors.

Ms. Kane and Mr. Williams highlighted the significant impact of correctional education, noting that every $1 invested in education for incarcerated individuals yields an estimated $18 in future incarceration cost savings. AHCC students have established a Student Voice Council, comprised of current students and alumni, to enhance student engagement, improve program awareness, and support educational success. Students also produce *The Link* newsletter, featuring student stories and writing. Additional engagement opportunities include leadership seminars, a book club, an opportunity fair, and a peer-led classroom integration model that promotes student involvement and ownership of the learning experience.
Ms. Kane and Mr. Williams concluded their presentation by sharing the success story of a program graduate.

Trustee Johnson asked about opportunities to expand trade programs, such as plumbing and electrical training. Ms. Kane responded that program expansion is regularly discussed; however, facility space limitations and the need for DOC-funded infrastructure improvements present challenges.

In response to a question about recidivism, Ms. Kane reported that students who complete HS+/GED programs experience approximately a 30% reduction in recidivism rates, with even greater reductions associated with certificate programs.

Trustees expressed appreciation for the Corrections Education commencement ceremony. When asked about DOC participation, Mr. Williams noted that DOC leadership and staff regularly attend commencement ceremonies and provide strong support for the program. He added that graduation is viewed positively throughout the facility.

Trustee Johnson also asked about employment opportunities for participating students. Ms. Kane shared that employers recruit directly at AHCC and conduct interviews with students prior to their release.

The Pledge of Allegiance was recited followed by roll call. The Native Land Acknowledgment was given by Trustee Woodard.

PUBLIC COMMENT

There was no public comment.

CONSENT AGENDA

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

a. Board Minutes – May 19, 2026 Regular Meeting
b. Capital Projects – Nichole Hanna
c. Budget & Expenditures – Linda McDermott
d. Head Start Updates – Bobbi Woodral
e. Admin Procedures – Nichole Hanna
f. Risk Assessment – Linda McDermott
g. Exempt Faculty Awards and Saling Awards – Heather Beebe-Stevens

Moved for approval by Trustee Franklin and seconded by Trustee Johnson. Motion carries.

Athletic Department Recap of 2025-26 Seasons

Athletic Director Jim Fitzgerald and several student-athletes shared highlights from a highly successful year for Spokane Colleges Athletics. Student-athletes spoke about their athletic achievements, personal experiences participating in collegiate athletics, and their educational and career goals following their time at Spokane Colleges.

Mr. Fitzgerald reported that Spokane Colleges had an outstanding year, earning four Northwest Athletic Conference (NWAC) championships in cross-country, women's soccer, and men's and women's track and field.

Tenure Alert

Trustee Johnson moved that the board hereby grants an award of tenure to the following probationary academic employee and hereby directs the chancellor to take any and all appropriate action in carrying out this decision:

- Sabina Green, Medical office Specialist Instructor, SCC
- Brittany Heidenreich, Nursing Faculty, SCC
- Christine Mackleit, Human Services – Addiction Studies, SFCC.

Trustee Franklin seconded. Motion carries.

Approval of FY 2026-27 Operating Budget

Chief Financial Officer Linda McDermott presented the proposed Fiscal Year 2026-27 Operating Budget and provided a high-level overview of key budget assumptions and priorities. The proposed budget totals $139.6 million and is balanced, aligning available resources with Spokane Colleges spending guidelines and priorities while responding to a constrained fiscal environment.

Ms. McDermott noted that state funding remains essentially flat year over year, with limited revenue growth anticipated. The budget reflects continuing inflationary pressures on goods and services and the impact of state-authorized cost-of-living adjustments (COLAs), which are funded at only 80 percent. To address these challenges, the budget incorporates targeted 2 percent reductions and utilizes the Strategic Investment Pool to support priority initiatives.

Trustee Johnson asked about proposed investments reflected in the budget. SFCC Interim President McEachern explained that some investments may appear to be new positions but are often the result of organizational restructuring and position realignment.

Trustee Franklin asked whether additional state allocation adjustments or budget reductions are anticipated. Chancellor Brockbank responded that further reductions from the state are likely. Ms. McDermott expressed confidence in the budget, noting that all known funding sources and budget assumptions have been carefully identified and incorporated into the plan.

Trustee Johnson recognized Ms. McDermott for her transparency throughout the budget development process. Chancellor Brockbank added that this year's budget planning process was notably more collaborative and less competitive than in previous years.

The Spokane Colleges FY 2026-27 Operating Budget was moved to approve by Trustee Johnson and seconded by Trustee Franklin. Motion carries.

Approval of SCC Building Renovation for Business Office Relocation

Chief General Services Officer Nichole Hanna presented a proposal to renovate Building 15 on the SCC campus to serve as the future location of the Business Office following the expiration of the current lease at RP1 in December 2028. The proposed timeline would begin renovations in 2027 and conclude by October 2028. Ms. Hanna requested Board consideration of a project budget not to exceed $500,000, with an anticipated cost closer to $350,000.

Trustee Johnson asked about the current RP1 lease and whether it permits an early departure from the space. Ms. Hanna confirmed that Spokane Colleges has the flexibility to vacate before the lease term ends and indicated that a reduction in space needs is expected as several units prepare to relocate to the Lodge at the SFCC campus.
Trustee Woodard asked for an update on construction progress at the Lodge. Ms. Hanna reported that the project remains on schedule and is anticipated to be completed in January 2027.

Trustee Franklin moved to authorize total project spending up to $500,000 in local funds to complete the SCC Building 15 renovation project to support relocation of the Business Office and Administrative Servies from RP1. Seconded by Trustee Johnson. Motion carries.

SCC/SFCC Alignment of Student Services Practices

Associate Registrar Marissa Lock and Director of Admissions and Registration Chantel Black presented on SCC's implementation of an auto-conferral process, which was launched during the current academic year. Through auto-conferral, eligible students are automatically awarded degrees and certificates without needing to submit a graduation application, helping to remove administrative barriers, improve student completion rates, and ensure students receive credentials they have earned.

Lock and Black outlined the extensive communication strategy developed to support the initiative, including collaboration with SCC's Customer Relationship Management (CRM) team to engage students at key academic milestones and encourage progress toward completion. They emphasized that SCC is the first community and technical college in WA to implement auto-conferral for degrees and certificates. The presenters noted that the initiative required collaboration across multiple departments and reflected a college-wide commitment to student success.

Lock and Black concluded by sharing plans to partner with colleagues at SFCC to support the development of a similar auto-conferral process.

Trustee Franklin asked how the college ensures that student communications align with plain-language principles. Ms. Black explained that the Admissions and Registration team utilizes the TILT framework in its communications, emphasizing a clear purpose, task, and criteria, while also incorporating universal design principles to improve accessibility and student understanding.

SFCC Functional Analyst Anastasia Lebedinski provided an overview of the Financial Aid Office's new mass-packaging process, which was implemented during the current academic year. Previously, financial aid staff manually reviewed every student aid package and often needed to engage students in a lengthy process when questions or discrepancies arose. With mass-packaging, ctcLink can now automatically process and award financial aid packages that do not require additional review, significantly reducing processing time and allowing staff to focus on more complex cases. Ms. Lebedinski noted that the new process has increased operational efficiency and improved overall student experience by accelerating aid determinations. Similar to SCC's auto-conferral initiative, SFCC plans to share its mass-packaging model with SCC's Financial Aid Office to support implementation across both colleges.

Trustee Johnson asked about student loan rates and how the Financial Aid Office ensures the accuracy of information processed through ctcLink. Ms. Lebedinski explained that staff conduct random spot checks and have established safeguards and quality-control measures to verify accuracy.

Trustee Franklin asked whether the Financial Aid Office plans to partner with local credit unions to provide financial literacy programming, while recognizing that different student populations may benefit from varied communication approaches. Interim President McEachern stated that SFCC already maintains partnerships with local credit unions and that the Financial Aid team is looking forward to expanding financial literacy workshops and outreach efforts as staff capacity increases through the efficiencies gained from mass-packaging.

Student Government Report

No report

Chancellor's Report

Chancellor Brockbank deferred his time to Chief of Staff and Strategy Dr. Lori Hunt to provide an update on the Strategic Plan.

Strategic Plan Update

Dr. Hunt provided an overview of the Spokane Colleges Strategic Plan pillars and priorities and facilitated a discussion on proposed mission statement options. As this was the Board's first opportunity to review the draft mission statement language, trustees requested additional time for consideration and agreed to defer action on the mission statement until the July Board meeting.

Trustee Johnson moved to approve the strategic plan pillars and priorities. Trustee Franklin seconded. Motion carries.

Adjournment

Being no further business, the meeting was adjourned at 12:20 pm.

TAB 1-B

CONSENT AGENDA ITEMS: CAPITAL PROJECTS

Submitted by: Clinton Brown
Director of Capital Construction
July 28, 2026

SPOKANE COLLEGES SCC | SFCC

Capital Projects Status Sheet

July 2026

PROJECT					FUNDING					DESIGN 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 TYPE	STAFF DESIGN	A/E SELECTION	A/E AGREEMENT	PREDESIGN	SCHEMATICS	DESIGN DEV.	30%	60%	90%	100%	BID PERIOD	DATE1	CONTRACT	15%	25%	50%	75%	95%	ACCEPTANCE	CANCELED	DATE2
18-063	SFCC Fine and Applied Arts Building, Phase 4		x		x		JG	$ 1,500,000	Project											◇	04/15/26	◈								TBD
22-229	SCC Apprenticeship Center	x			x		JG	$ 34,000,000	Project				◈								08/01/29									05/30/31±
23-514	Lodge Renovation		x			x	JF	$ 12,135,000	Project												08/04/25				◇	◈				01/22/27
24-948	CCS CBA Compliance Consulting	x	x			x	JG	$ 138,000	Project												09/30/25							◈		06/30/26
26-054	SCC Bldg 18, Classroom Remodel	x			x		JG	$ 2,024,000	Project												05/22/26	◇			◈					11/30/26±
26-063	SFCC Bldg 17 Restroom Remodel		x		x		JG	$ 1,396,000	Project												04/22/26		◇		◈					10/16/26
26-273	Colville Geotechnical Survey - Sink Hole Investigation	x				x	JG	$ 25,000	Survey										◈		06/30/26									NA
26-297	Retro Commissioning - SCC Bldg 28, SFCC Bldg 27 (ESCO)	x			x		JF	$ 134,792	Project												10/31/25			◈*			◇			06/30/27
26-580	SCC Fuel Tank Demolition/Site Restoration (JOC)	x			x	x	JG	$ 300,000	Project												05/04/26		◇			◈				8/31/26±
26-573	Loading Dock Repairs - SCC Bldg 6 (JOC)	x			x		JG	$ 153,000	Project												05/04/26		◇			◈				08/31/26
26-537	Infrastructure - Campus Sewer Replacements (JOC)	x	x		x		JG	$ 800,000	Project												05/04/26		◇	◈						06/30/27
26-PO9735	HVAC Controls Upgrades/Retrofit - SCC Bldg 28	x			x		-	$ 54,000	Project												NA							◈		03/31/26
26-PO9736	HVAC Controls Upgrades/Retrofit - SCC Bldg 602	x			x		-	$ 15,000	Project												NA							◈		02/28/26
26-PO9751	HVAC Controls Upgrades/Retrofit - SFCC Bldg 18		x		x		-	$ 58,000	Project												NA							◈		05/30/26
26-PO9752	HVAC Controls Upgrades/Retrofit - SFCC Bldg 30		x		x		-	$ 67,000	Project												NA							◈		06/30/26
26-PO9753	HVAC Controls Upgrades/Retrofit - SFCC Bldg 29		x		x		-	$ 35,000	Project												NA							◈		07/31/26
26-PO10010	HVAC Controls Upgrades/Retrofit - SCC Bldg 15		x		x		-	$ 191,000	Project												02/09/26					◇	◈			06/30/26
26-PO10238	HVAC_Controls Upgrades/Retrofit - SCC Bldg 1	x			x		-	$ 200,000	Project												06/30/26	◇	◈							12/31/26
26-PO10110	Roof Repairs/Coating System - SCC Bldg 5		x		x		-	$ 240,000	Project												05/28/26		◇	◈						07/30/26
26-PO10047	HVAC Repairs - SCC Bldg 7 Compressor Replacement	x			x		-	$ 42,000	Project																			◈		03/30/26
26-568	Infrastructure - Gas Detection Leak Repairs (Small Works)	x	x			x	JG	$ 200,000	Project											◇	6/30/26±	◈								08/31/26
26-562	HVAC Repairs - Multiple (ESCO)	x	x		x		JF	$ 4,000,000	Project												03/31/26		◇	◈						06/30/27
26-564	HVAC Repairs - SFCC Bldg 17A (ESCO)		x		x		JF	$ 3,000,000	Project												03/31/26		◇	◈						10/31/26

SPOKANE COLLEGES SCC | SFCC

Capital Projects Status Sheet

July 2026

PROJECT					FUNDING					DESIGN 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 TYPE	STAFF DESIGN	A/E SELECTION	A/E AGREEMENT	PREDESIGN	SCHEMATICS	DESIGN DEV.	30%	60%	90%	100%	BID PERIOD	DATE1	CONTRACT	15%	25%	50%	75%	95%	ACCEPTANCE	CANCELED	DATE2
26-869	HVAC & Electrical Repairs - Colville (ESCO)	x			x		JF	$ 300,000	Project									◇			6/30/26±	◈								TBD
26-xxx	HVAC & Lighting Upgrades - SCC 20 (ESCO)	x			x		JF	$ 2,000,000	Project					◇	◈						12/31/26±									TBD
26-909	HVAC Repairs - SCC Bldg 28 Compressor Repairs	x				x	JG	$ 50,000	Project			◇	◈								7/31/26±									09/15/26
26-915	Allied Health Addition, Rescoping	x				x	JG	$ 50,000	Study			◈									9/30/26±									NA
							Subtotal	$ 63,107,792																						

NORTH SPOKANE CORRIDOR RELATED PROJECTS

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	DATE1	CONTRACT	25%	50%	75%	95%	100%2	ACCEPTANCE	CANCELED	DATE2
25-087	SCC East Wing Renovation	x				x	P	$ 25,000,000	Project									◇			06/01/26	◈								9/30/27±
26-XXX	District Business Office Relocation	x				x	JG	$ 500,000	Project			◈									08/31/26									TBD
							Subtotal, NSC	$ 25,500,000																						
◈	Current Status																													
◇	Previous Status						Total	$ 88,607,792																						

SPOKANE COLLEGES SCC | SFCC

Capital Projects Status Sheet

July 2026

NUMBER	PROJECT NAME	PROJECT DESCRIPTION
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)
23-514	Lodge Renovation	GCCM Construction Project to renovate the Lodge, SFCC Bldg 9, to accommodate moving executive adminitration from RP1. Offices will include the Chancellor's Office, Human Resources Division, Spokane Colleges Foundation, the Offices of the Chief of Staff and Strategy, and the Offices of the Chief Inst Adv / Extrl Aff Officer.
24-948	CCS CBA Compliance Consulting	Consultant support with Clean Buildings Performance Standards reporting for compliance with Clean Buildings legislation.
26-054	SCC Bldg 18, Classroom Remodel	The project will modernize two classrooms in the SCC Automotive building to meet industry standards, enhance instruction, and add an on-site ASE testing lab, eliminating off-site exams.
26-063	SFCC Bldg 17 Restroom Remodel	This project will remodel and update restroom facilities with greater flexibility, privacy, and accessibility for all users.
26-273	Colville Geotechnical Survey - Sink Hole Investigation	This project involves retro-commissioning the building to improve energy efficiency by evaluating existing equipment performance against the original design sequences of operation and heating/cooling load requirements.
26-297	Retro Commissioning - SCC Bldg 28, SFCC Bldg 27 (ESCO)	This project involves retro-commissioning the building to improve energy efficiency by evaluating existing equipment performance against the original design sequences of operation and heating/cooling load requirements. *NOTE 7/15/26: Added scope to correct deficiencies after receiving grant funding from Department of Commerce.
26-580	SCC Fuel Tank Demolition/Site Restoration (JOC)	Removal of obsolete above ground fueling tank, north of Main, Bldg 1, and restoring the site for additional faculty/staff parking.
26-573	Loading Dock Repairs - SCC Bldg 6 (JOC)	Minor work proejct to repair the lair loading dock, aged as well damaged by delievery truck.
26-537	Infrastructure - Campus Sewer Replacements (JOC)	Infrastructure project to replacement aged sewer piping on both the SCC and SFCC campus.
26-PO9735	HVAC Controls Upgrades/Retrofit - SCC Bldg 28	Minor works project to replace aged and obsolete HVAC controls systems. Project will increase energy efficiency and capability of the buildings and also increase network security.
26-PO9736	HVAC Controls Upgrades/Retrofit - SCC Bldg 602	Minor works project to replace aged and obsolete HVAC controls systems. Project will increase energy efficiency and capability of the buildings and also increase network security.
26-PO9751	HVAC Controls Upgrades/Retrofit - SFCC Bldg 18	Minor works project to replace aged and obsolete HVAC controls systems. Project will increase energy efficiency and capability of the buildings and also increase network security.
26-PO9752	HVAC Controls Upgrades/Retrofit - SFCC Bldg 30	Minor works project to replace aged and obsolete HVAC controls systems. Project will increase energy efficiency and capability of the buildings and also increase network security.
26-PO9753	HVAC Controls Upgrades/Retrofit - SFCC Bldg 29	Minor works project to replace aged and obsolete HVAC controls systems. Project will increase energy efficiency and capability of the buildings and also increase network security.
26-PO10010	HVAC Controls Upgrades/Retrofit - SCC Bldg 15	Minor works project to replace aged and obsolete HVAC controls systems. Project will increase energy efficiency and capability of the buildings and also increase network security.
26-PO10238	HVAC_Controls Upgrades/Retrofit - SCC Bldg 1	Minor works project to replace aged and obsolete HVAC controls systems. Project will increase energy efficiency and capability of the buildings and also increase network security.
26-PO10110	Roof Repairs/Coating System - SCC Bldg 5	Minor works project to repair coating system on roof areas A & D and establish a new 20 year warranty.
26-PO10047	HVAC Repairs - SCC Bldg 7 Compressor Replacement	Replace failed compressors within the AC units cooling the main campus IT server room.
26-568	Infrastructure - Gas Detection Leak Repairs (Small Works)	Project to repair leaks in the natural gas distribution systems on each campus. Annual leak surveys conducted by Facilities uncovered specific areas for repair.
26-562	HVAC Repairs - Multiple (ESCO)	Minor works repair projects to include: SCC Bldg 19 fan coil replacment & HEQ engine shop vehicle exhaust system revitalization; SCC Bldg 18 Chiller Replacement; SCC Bldg 20 kitchen make-up air heating and cooling system; SCC Bldg 1 univent replacement; SCC Bldg 9 Retro-Commissioning; SFCC Bldg 19 AHU System & Prosthetics lab make-up air and exhaust systems.

Capital Projects Status Sheet

July 2026

NUMBER	PROJECT NAME	PROJECT DESCRIPTION
26-564	HVAC Repairs - SFCC Bldg 17A (ESCO)	Minor works repair project to replace aged multi-zone units with new energy efficient technology; replacement aged switchgear and step-down transformer servicing the 17A wing.
26-869	HVAC & Electrical Repairs - Colville (ESCO)	Minor works repair project to revitalize the welding and shop exhaust system in the ITC and replace the aged electrical distribution panels in the Colville Center.
26-xxx	HVAC & Lighting Upgrades - SCC 20 (ESCO)	Grant funded project to update the building's aged and inefficient HVAC systems and lighting.
26-909	HVAC Repairs - SCC Bldg 28 Compressor Repairs	Project to repair the building compressed air system and to provide safer access to the system for future maintenance.
26-915	Allied Health Addition, Rescoping	Study to evaluate the feasibility of rescoping the Allied Health Renovation & Addition project (a $70M project, currently very low on the SBCTC funding pipeline list) into an intermediate project valued at $15M.

NORTH SPOKANE CORRIDOR RELATED PROJECTS

NUMBER	PROJECT NAME	PROJECT DESCRIPTION
25-087	SCC East Wing Renovation	Project to design and construct a major renovation of SCC Main, Building 1, East Wing for reloacting student services from Bldg 15, Human Services.
26-XXX	District Business Office Relocation	This project defines the relocation and reconfiguration of the Business Office from Riverpoint to Building 15, targeting approximately 8,000 SF to accommodate key administrative functions including Purchasing, Risk Management, Payroll/Benefits, Accounting/AP/Travel, Student Finance/AR, Budget, and the CFO office.
0		

TAB 1-C

CONSENT AGENDA ITEMS: HEAD START UPDATES

Submitted by: Bobbi Woodral
District Director Head Start/EHS/ECEAP
July 28, 2026

STATUS REPORT SPOKANE COLLEGES HEAD START & ECEAP JULY 2026

Budget Revision and Equipment Approval

As the program approached the final 45 days of the current grant period, the Office of Head Start advised that available Head Start personnel savings should be reallocated through a budget revision to address current program needs and reduce the likelihood of returning unspent federal funds. Because the timing did not align with the routine Board approval schedule, approval was requested from Board Chair Todd Woodard so the revision could be submitted promptly to the Office of Head Start.

The approved revision reallocates existing personnel savings to Fringe Benefits, Equipment, Supplies, and Other costs. No additional federal funding is being requested.

Budget Category	Head Start	Early Head Start	Total Revision
Personnel	($266,889)	($198,235)	($465,124)
Fringe Benefits	$60,928	$43,105	$104,033
Equipment	$93,154	$87,315	$180,469
Supplies	$28,791	$110,920	$139,711
Other	—	$40,911	$40,911

The equipment approval includes a replacement freezer at West Central Community Center and playground drainage and improvement work at Gonzaga Family Haven and Sisters Haven. Proceeding through the budget revision allows the program to complete the needed playground work without relying solely on the pending and not-guaranteed one-time funding request.

Equipment Project	Head Start	Early Head Start	Total
Replacement freezer West Central Community Center	$5,903	$3,618	$9,521
Playground improvements Gonzaga Family Haven	$40,823	$33,400	$74,222
Playground improvements Sisters Haven	$46,428	$50,297	$96,725
Total Equipment	**$93,154**	**$87,315**	**$180,468**

Community Needs Assessment:

Spokane Head Start and Early Head Start completed a comprehensive Community Needs Assessment in partnership with Arrowleaf Consulting. The Executive Summary is included with this report and presents key information regarding Spokane County demographics and economic conditions, family and community strengths, early learning and child care availability, barriers to accessing services, and needs related to housing, health, food security, education, employment, transportation, and technology. It also identifies service gaps and recommendations to inform future program planning, partnerships, referrals, and service delivery.

The Head Start Program Performance Standards, 45 CFR §1302.11(b), require programs to conduct a comprehensive community assessment at least once during each five-year grant period and to review it annually to determine whether significant updates are needed. The assessment is used to identify populations most in need, understand the strengths and resources available within the community, identify barriers and service gaps, and ensure program design and services remain responsive to children and families.

The Community Needs Assessment findings were considered together with the results of the program's internal Self-Assessment to identify priorities and develop Spokane Head Start and Early Head Start's five-year goals for the upcoming grant period. This process aligns with 45 CFR §1302.102, which requires long-term program goals to remain responsive to needs identified through the community assessment and requires programs to use data to identify strengths, needs, and opportunities for continuous improvement.

The full Community Needs Assessment report is available on the **Head Start intranet**.

Five-Year Program Goals

Using findings from the Community Needs Assessment, the annual program Self-Assessment, ongoing monitoring, and other program data, Spokane Head Start and Early Head Start developed long-term program goals for the upcoming five-year grant period.

The Head Start Program Performance Standards, 45 CFR §1302.102(a), require programs to establish goals and measurable objectives in collaboration with the governing body and Policy Council. These goals must be responsive to needs identified through the Community Needs Assessment and address program services, school readiness, and effective health and safety practices.

The attached *Five-Year Goals and Objectives* document provides a high-level summary of the program's strategic priorities, objectives, and key benchmarks. It does not include every defined measure, data source, annual target, responsible party, or implementation strategy. These additional elements are maintained within the program's detailed action and monitoring plans and will guide implementation and evaluation throughout the grant cycle.

In accordance with 45 CFR §1302.102(b)–(d), the program will monitor progress on an ongoing basis, conduct an annual Self-Assessment, and use child, family, workforce, and program data to identify strengths, address needs, and support continuous improvement. The standards also require status reports based on ongoing oversight data to be provided to the governing body and Policy Council at least semiannually.

The goals and objectives included with this report establish the program's strategic direction for the next five years. Progress, emerging needs, and any recommended adjustments will be shared with the Board of Trustees and Policy Council throughout the grant period.

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

HEAD START/EARLY HEAD START FY 25-26
BUDGET REPORT MAY 2026

May 31, 2026

	HEAD START HS26 - Grant Period 9/01/2025 Thru 8/31/2026						EARLY HEAD START EHS26 - Grant Period 9/01/2025 Thru 8/31/2026					
	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
FEDERAL FUNDING												
Personnel	4,496,008	0	3,350,538	1,145,470	75%	75%	4,818,444	0	3,943,712	874,732	82%	75%
Fringe Benefits	1,856,535	0	1,368,369	488,166	74%	75%	1,976,994	0	1,564,503	412,491	79%	75%
Travel	0	0	0	0	0%	75%	0	0	0	0	0%	75%
Equipment	0	0	0	0	0%	75%	0	0	0	0	0%	75%
Supplies	204,767	0	78,352	126,415	38%	75%	135,503	0	88,521	46,982	65%	75%
Contractual	0	0	0	0	0%	75%	0	0	0	0	0%	75%
Facilitilies/Construction	0	0	0	0	0%	75%	0	0	0	0	0%	75%
Other	637,304	0	382,481	254,823	60%	75%	471,639	0	374,964	96,675	80%	75%
Indirect	625,619	0	464,538	161,081	74%	75%	643,703	0	482,777	160,926	75%	75%
Unobligated/To Be Reassigned	0	0	0		0%	75%	0	0	0	0	0%	75%
FEDERAL FUNDING TOTAL	**$7,820,233**	**$0**	**$5,644,278**	**2,175,955**	**72%**	**75%**	**$8,046,283**	**$0**	**$6,454,477**	**1,591,806**	**80%**	**75%**
OTHER FUNDING												
SCC/SFCC Student Gov't Funds	61,839	0	56,817	5,022	92%	75%	79,161	0	68,402	10,759	86%	75%
Child Care Fees	1,667,246	0	1,161,560	505,686	70%	75%	2,662,201	0	1,715,481	946,720	64%	75%
OTHER FUNDING TOTAL	**$1,729,085**	**$0**	**$1,218,377**	**$510,708**	70%	**75%**	**$2,741,362**	**$0**	**$1,783,882**	**$957,480**	65%	**75%**
TOTAL FUNDING	**$9,549,318**	**$0**	**$6,862,655**	**2,686,663**	**72%**	**75%**	**$10,787,645**	**$0**	**$8,238,360**	**2,549,285**	**76%**	**75%**
Training & Tech Assistance Funds	**$76,563**		**$55,636**	**20,927**	**73%**	**75%**	**$145,055**		**$60,600**	**84,455**	**42%**	**75%**
Non-Federal Share HS/EHS	**$4,017,033**		**$ 3,901,569**	**115,465**	**97%**	**75%**	****Head Start and Early Head Start Non-Federal Share is Combined****					

This document has been prepared on the basis of information available to the program's Fiscal Office through: **May 31, 2026**

NOTE: Both a report listing credit card expenditures and a report with greater budget detail are regularly provided to the

Initials

Policy Council Treasurer ______________________

CCS HS/EHS Board Liason ______________________

HEAD START FY 25-26
MONTHLY EXPENDITURES REPORT MAY 2026

	September	October	November	December	January	February	March	April	May	June	July	August	Closeout period	YTD Total
FEDERAL FUNDING														
Personnel	$ 448,020.43	$ 426,920.59	$ 346,300.26	$ 340,556.91	$ 405,324.74	$ 325,311.40	$ 143,963.73	$ 190,287.02	$ 723,853.14	$ -	$ -	$ -		$ 3,350,538.22
Fringe Benefits	$ 186,689.30	$ 175,399.77	$ 133,368.85	$ 148,425.27	$ 167,710.54	$ 127,654.26	$ 27,883.35	$ 60,337.27	$ 340,900.55	$ -	$ -	$ -		$ 1,368,369.16
Travel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -		$ -
Equipment	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -		$ -
Supplies	$ 5,822.99	$ 8,665.27	$ 11,906.92	$ 11,280.30	$ 5,675.69	$ 11,714.15	$ 8,172.20	$ 5,848.94	$ 9,265.51	$ -	$ -	$ -		$ 78,351.97
Contractual	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -		$ -
Facilitilies/Construction	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -		$ -
Other	$ 66,739.32	$ 34,351.13	$ 38,573.48	$ 37,765.63	$ 36,032.09	$ 49,957.52	$ 35,701.88	$ 42,994.73	$ 40,365.33	$ -	$ -	$ -		$ 382,481.11
Indirect	$ 54,202.78	$ -	$ 105,793.00	$ 53,331.93	$ 53,331.93	$ 53,331.93	$ 45,646.22	$ 19,530.50	$ 79,369.40	$ -	$ -	$ -		$ 464,537.69
Unobligated/To Be Reassigned	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -		$ -
FEDERAL FUNDING TOTAL	**$ 761,474.82**	**$ 645,336.76**	**$ 635,942.51**	**$ 591,360.04**	**$ 668,074.99**	**$ 567,969.26**	**$ 261,367.38**	**$ 318,998.46**	**$ 1,193,753.93**	**$ -**	**$ -**	**$ -**		**$ 5,644,278.15**
OTHER FUNDING														
SCC/SFCC Student Gov't Funds	$ -	$ 20,624.01	$ -	$ -	$ -	$ 17,599.99	$ -	$ -	$ -	$ -	$ -	$ -		$ 38,224.00
Child Care Fees	$ (28,728.53)	$ 108,951.33	$ 208,874.76	$ 135,369.52	$ 105,410.05	$ 184,157.30	$ 484,717.33	$ 383,609.74	$ -	$ -	$ -	$ -		$ 1,582,361.50
OTHER FUNDING TOTAL	**$ (28,728.53)**	**$ 129,575.34**	**$ 208,874.76**	**$ 135,369.52**	**$ 105,410.05**	**$ 201,757.29**	**$ 484,717.33**	**$ 383,609.74**	**$ -**	**$ -**	**$ -**	**$ -**		**$ 1,620,585.50**
TOTAL FUNDING	**$ 732,746.29**	**$ 774,912.10**	**$ 844,817.27**	**$ 726,729.56**	**$ 773,485.04**	**$ 769,726.55**	**$ 746,084.71**	**$ 702,608.20**	**$ 1,193,753.93**	**$ -**	**$ -**	**$ -**		**$ 7,264,863.65**
Training/Tech Assistance Funds	**$ 6,386.39**	**$ 7,441.06**	**$ 4,676.58**	**$ 3,713.04**	**$ 6,201.38**	**$ 2,314.29**	**$ 13,742.24**	**$ 2,140.44**	**$ 9,332.37**	**$ -**	**$ -**	**$ -**		**$ 55,947.79**
Non-Federal Share HS/EHS	**$ 270,487.85**	**$ 479,482.46**	**$ 464,220.52**	**$ 385,666.06**	**$ 473,429.62**	**$ 421,269.72**	**$ 430,666.16**	**$ 477,848.61**	**$ 498,497.55**	**$ -**	**$ -**	**$ -**		**$ 3,901,568.55**

*September Data - Due to an over statement of revenue from last fiscal year, September's Child Care Revenue apears to be negative. This will be resolved by the end of the fiscal year.

**Due to timing conflicts, Indirect for October will be reflected on the November report

***Due to a posting error, Child Care Revenue for the month of March was overstated by approximately $376,000. A correction will be included with the July report.

***Due to a posting error, Child Care Revenue for the month of April was overstated by approximately $268,000. A correction will be included with the July report.

EARLY HEAD START FY 25-26
MONTHLY EXPENDITURES REPORT MAY 2026

	September	October	November	December	January	February	March	April	May	June	July	August	Closeout Period	YTD Total
FEDERAL FUNDING														
Personnel	$ 106,577.03	$ 674,187.69	$ 478,164.17	$ 398,387.37	$ 439,453.33	$ 360,005.66	$ 117,288.24	$ 79,971.60	$ 1,289,676.88	$ -	$ -	$ -		$ 3,943,711.97
Fringe Benefits	$ 29,268.79	$ 220,114.82	$ 199,799.99	$ 154,311.44	$ 174,654.14	$ 137,721.98	$ 44,933.93	$ (25,190.53)	$ 628,888.34	$ -	$ -	$ -		$ 1,564,502.90
Travel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -		$ -
Equipment	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -		$ -
Supplies	$ 5,607.84	$ 10,211.81	$ 14,266.77	$ 12,159.39	$ 7,146.75	$ 10,997.66	$ 9,976.69	$ 7,271.78	$ 10,882.28	$ -	$ -	$ -		$ 88,520.97
Contractual	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -		$ -
Facilitilies/Construction	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -		$ -
Other	$ 72,212.93	$ 35,017.55	$ 37,008.97	$ 37,587.76	$ 35,415.39	$ 48,865.85	$ 36,507.94	$ 43,656.38	$ 40,325.80	$ -	$ -	$ -		$ 386,598.57
Indirect	$ 18,577.52	$ -	$ 146,043.06	$ 54,873.53	$ 54,873.53	$ 54,873.53	$ 54,873.53	$ 31,005.29	$ 67,657.27	$ -	$ -	$ -		$ 482,777.26
Unobligated/To Be Reassigned	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -		$ -
FEDERAL FUNDING TOTAL	**$ 232,244.11**	**$ 939,531.87**	**$ 875,282.96**	**$ 657,319.49**	**$ 711,543.14**	**$ 612,464.68**	**$ 263,580.33**	**$ 136,714.52**	**$ 2,037,430.57**	**$ -**	**$ -**	**$ -**		**$ 6,466,111.67**
OTHER FUNDING														
SCC/SFCC Student Gov't Funds	$ -	$ 26,134.00	$ -	$ -	$ -	$ 21,760.01	$ -	$ -	$ -	$ -	$ -	$ -		$ 47,894.01
Child Care Fees	$ 19,106.04	$ 137,167.82	$ 134,322.08	$ 248,183.74	$ 214,322.06	$ 281,861.66	$ 1,010,997.50	$ 791,323.99	$ -	$ -	$ -	$ -		$ 2,837,284.89
OTHER FUNDING TOTAL	**$ 19,106.04**	**$ 163,301.82**	**$ 134,322.08**	**$ 248,183.74**	**$ 214,322.06**	**$ 303,621.67**	**$ 1,010,997.50**	**$ 791,323.99**	**$ -**	**$ -**	**$ -**	**$ -**		**$ 2,885,178.90**
TOTAL FUNDING	**$ 251,350.15**	**$ 1,102,833.69**	**$ 1,009,605.04**	**$ 905,503.23**	**$ 925,865.20**	**$ 916,086.35**	**$ 1,274,577.83**	**$ 928,038.51**	**$ 2,037,430.57**	**$ -**	**$ -**	**$ -**		**$ 9,351,290.57**
Training/Tech Assistance Funds	**$ 4,988.87**	**$ 9,131.46**	**$ 4,011.22**	**$ 4,530.90**	**$ 8,430.55**	**$ 2,736.60**	**$ 11,309.65**	**$ 5,693.69**	**$ 9,766.69**	**$ -**	**$ -**	**$ -**		**$ 60,599.63**

Non-Federal Share HS/EHS ****Head Start and Early Head Start Non-Federal Share is Combined and displayed on the Head Start Monthly Expenditures Report****

**Due to timing conflicts, Indirect for October will be reflected on the November report

***Due to a posting error, Child Care Revenue for the month of March was overstated approximately $794,700. A correction will be included with the July report.

***Due to a posting error, Child Care Revenue for the month of April was overstated approximately $647,000. A correction will be included with the July report.

TRAINING and TECHNICAL ASSISTANCE BUDGET SUMMARY

BUDGET REPORT PERIOD THROUGH May 31, 2026

Head Start HST26 ***Grant Period 9/01/2025 Thru 8/31/2026***

Federal Funding	$76,563

Expenditures	**YTD**	**Month of May**
All Personnel Salaries	$16,528	$1,022.86
Full Time Salaries	$16,528	$1,022.86
PartTime Salaries	$0	$0.00
Fringe Benefits	$4,436	$372.71
Travel	$11,115	$3,518.06
Supplies	$104	$0.00
Other	$19,033	$3,716.74
Indirect	$4,420	$702.00
Total	$55,636	$9,332.37
Unspent Balance*	$20,927	

Early Head Start EHST26 ***Grant Period 9/01/2025 Thru 8/31/2026***

Federal Funding	$145,055

Expenditures	**YTD**	**Month of May**
All Personnel Salaries	$10,817	$1,081.58
Full Time Salaries	$10,817	$1,081.58
PartTime Salaries	$0	$0.00
Fringe Benefits	$3,907	$394.49
Travel	$10,706	$3,459.68
Supplies	$1,704	$271.29
Other	$29,571	$4,170.28
Indirect	$3,894	$389.37
Total	$60,600	$9,767
Unspent Balance	$84,455	

**Due to timing conflicts, Indirect for October will be reflected on the November report

Certification

In compliance with Section 642 (d)(2)(A) of the Head Start Act, we certify that the Board of Trustees and Policy Council have reviewed and approved the monthly financial statement, including the detailed report of credit card expenditures for the month of May 2026.

Name:	Todd Woodard	**Name:**	Candra Ledesma
Title:	Board of Trustees Chair	**Title:**	Policy Council Vice President
Signature:		**Signature:**	
Date:		**Date:**	

USDA CACFP Meal Service Report - May 2026

Number of Reimbursable Meals		Actual HS/EHS Reimbursement
8,660	Breakfast	$21,303.60
0	AM Snacks	$0.00
10,650	Lunch	$48,990.00
9,164	PM Snacks	$11,546.64
0	Supper	$0.00
0	Evening Snacks	$0.00
28,474	**Total**	**$81,840.240**

Total Attendance	10,861
Average Number of school days	20.00
Average daily attendance	543.05

Cash-In-Lieu	Total
$3,248.28	**$85,088.52**

Monthly Food Operating costs $435,369.56

May Farm to School Grant reimbursement **$4,316.08**

COMMUNITY NEEDS ASSESSMENT

Executive Summary

Spokane Colleges Head Start and Early Childhood Education Assistance Program

JUNE 2026 | Produced by Arrowleaf Consulting | arrowleafgroup.com

Purpose

The purpose of this assessment is to identify community strengths, needs, and service gaps to help inform Spokane Colleges Head Start/ECEAP planning.

Methods

Secondary data summary, including from the US Census and WA Department of Children, Youth, and Families (DCYF)

4
Focus groups
(n=44)

6
In-depth interviews
(n=10)

3
surveys

- **Community partner survey** (n=33)
- **Spokane Colleges Head Start/ECEAP staff survey** (n=173)
- **Family survey** (n=278)

Background

Spokane Colleges Head Start/ECEAP serves families across Spokane County.

OPERATES

11
Head Start programs

3
ECEAP classrooms

MANAGES

14
ECEAP subcontracts

PROVIDES

Family education and wrap-around services and referrals for housing, health, emergencies, work and education, parenting, and more.

Children served by Spokane Colleges Head Start/ECEAP (2024-25 school year)

HEAD START

691 slots	serving	**898** children

ECEAP & ECEAP SUBCONTRACTORS

789 slots	serving	**847** children

Background (continued)

Overall, family survey data show that they are widely very satisfied with Head Start/ECEAP.

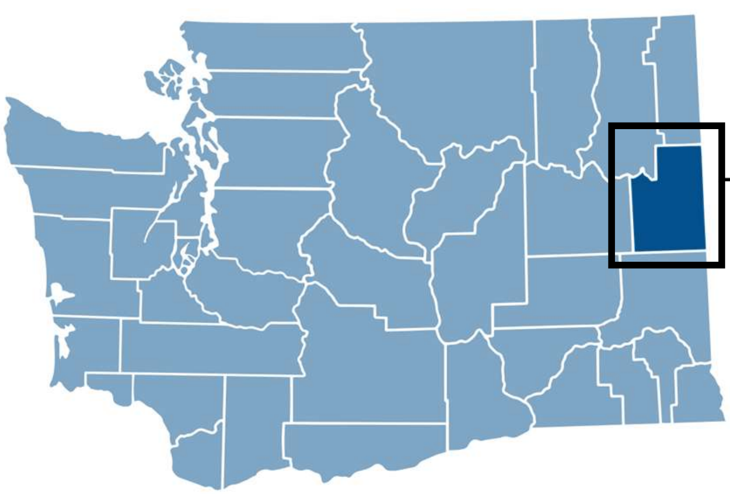
FOR EXAMPLE:

97%
rated the early childhood education and learning service they receive as "very useful."

96%
said the quality of education their children receive is "good" or "very good."

92%
said Spokane Colleges Head Start/ECEAP has a "good" or "very good" reputation in the community.

Spokane County demographic overview (2024)



Total population
549,056

Increased 14%
(+68,224 people)
from 2014-2024

30,334
children under age five

32,335
households

28% are led by single parents

Spokane County economic activities and trends

264,400 jobs
(March 2026)

Median income:
$78,582
(2024)

11%
Poverty rate
(2024)

50%
among single mothers with ≥1 child under five.

EMPLOYMENT

5%
Unemployment rate
(2026)

62%
Labor force participation rate
(2026)

Parenting young children notably impacted women's workforce participation:

WOMEN WITH CHILDREN UNDER SIX:
67% labor force participation
7% unemployment

WOMEN WITH CHILDREN AGES 6 TO 17:
80% labor force participation
3% unemployment

Common reasons people are not in the labor force:

- Family responsibilities
- In school or training
- Ill health or disability
- Child care problems

Education has a high impact on employment outcomes:

86% of those with a ≥ bachelor's degree are in the labor force, and their **unemployment rate is 3%.**

FAMILY SURVEY PARTICIPANTS

28% of family survey participants are unemployed but most of those are students, stay-at-home parents, or both.

Lack of child care during non-standard hours, weekends, and summer affected unemployment or underemployment among participants.

Early learning and care

74% of children under five in Spokane County **do not have child care.**

PERCENTAGE UNSERVED

Infants	89%
Toddlers	81%
Preschoolers	63%

IN 2025

7,695 children in Spokane County were eligible for the Washington Working Connections Child Care (WCCC) subsidy.

33% of those received it.

IN 2024

Spokane Colleges had slots to serve 22% of the 4,148 Head Start-eligible children in the county.

IN DECEMBER 2025

36% of the 3,849 ECEAP-eligible preschool-aged children in the county were served by ECEAP.

Post-secondary education and training

Head Start/ECEAP family survey participants collectively have lower educational attainment than the Spokane County population overall:

	Family survey participants	Spokane County
Technical or associate's degree or higher	28%	48%
Some college (no degree)	33%	24%
High school diploma, GED, or less	41%	28%

OF FAMILY SURVEY PARTICIPANTS

43% said their education type or level has limited their ability to get their ideal job.

30% are currently students in a training or educational program.

32% said university or college programs are difficult for them to access.

Housing

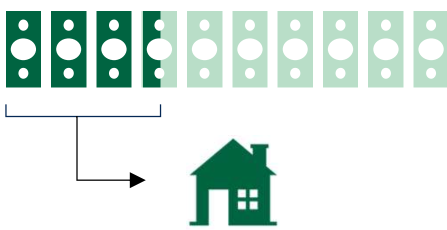
34%
of housing units were renter occupied.

MEDIAN RENT $ $$$
$1,430

Home values **increased 123%** from 2016 to 2026:

2016	2026
$188,663	$421,160

41%
of renters spent ≥35% of their household income on rent.



The number of K-12 students experiencing homelessness **increased 53%** from 4,446 in the 2021-22 school year to 6,800 in the 2024-25 school year.

OF FAMILY SURVEY PARTICIPANTS

54%
worried at least sometimes in the past 12 months about **not having enough money to pay their rent or mortgage.**

25%
had times in the past 12 months when they were **unable to pay their rent or mortgage.**

24%
currently share a home with other people due to economic hardship or loss of housing.

11%
are currently homeless.

Health care

Spokane County is a federally designated **Medically Underserved Area,** with provider **shortages in primary, mental health, and dental care**.

Drug-related deaths in Spokane County nearly quadrupled from 2018 to 2024:

15 deaths per 100,000 — 2018

57 deaths per 100,000 — 2024

Food insecurity rates in Spokane County (2023)

Total population **14%**

Children **20%**

39%

of children in food-insecure households do not qualify for federal nutrition assistance based on income.

In the last 12 months, of family survey participants,

29%

worried “at least sometimes” that they or someone else in their household would not have enough food to eat.

23%

said they or someone else in their household cut the size of meals or skipped meals because there was not enough food for everyone.

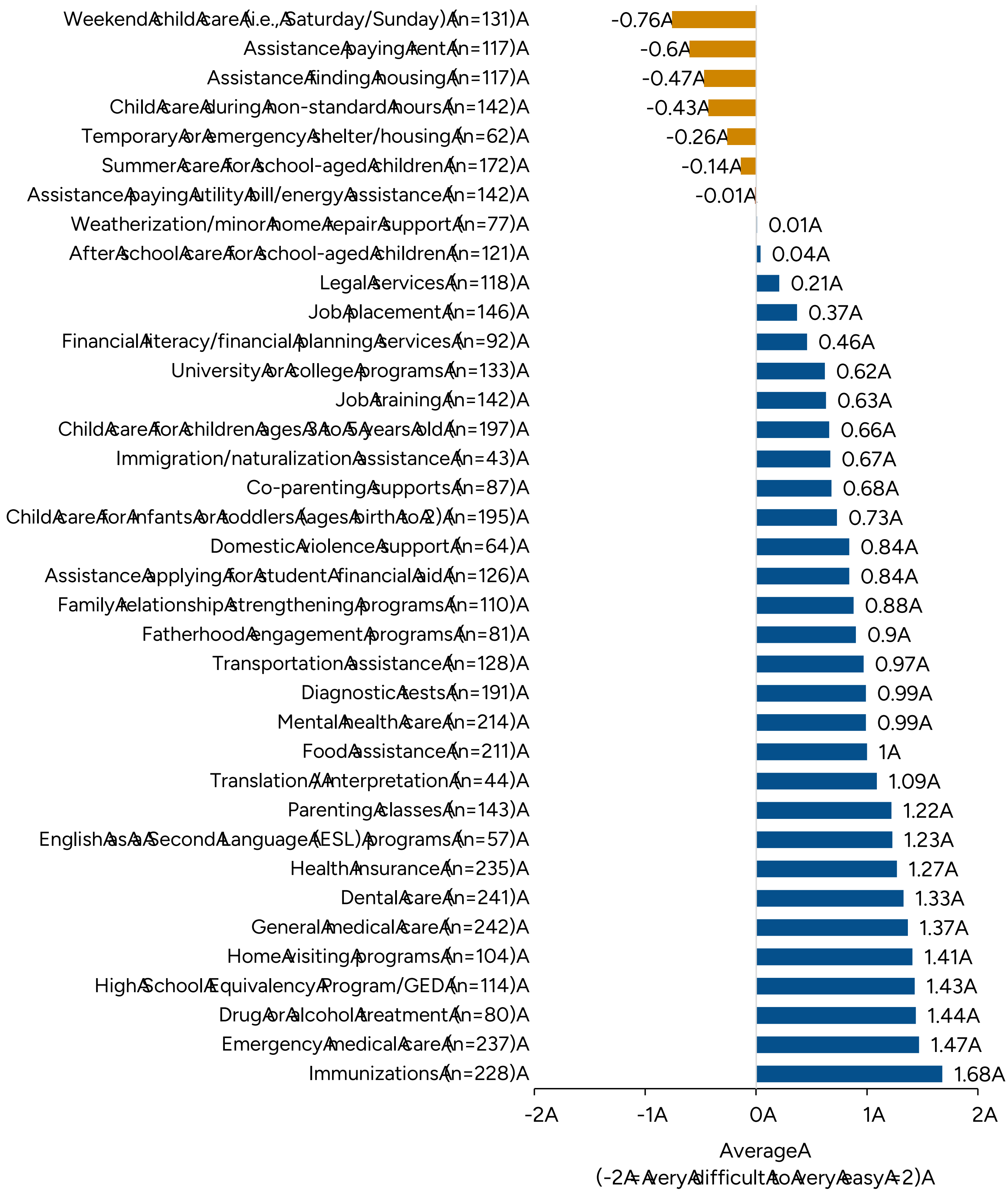
TOP FIVE CHALLENGES

families with low incomes are experiencing when it comes to accessing the programs and services they need in Spokane County per survey results:

- **Transportation**
- **Knowledge of programs**
- **Resource navigation**
- **Eligibility**
- **Cost**

To illuminate potential service gaps, the figure on the following page compares how easy or difficult, on average, family survey participants said it is to get select early learning and care, health, housing, education, and other services. Note that this figure only includes those who said they need a given service. While experiences vary, the services the greatest number of Head Start/ECEAP families have the most difficulty accessing from across service areas are weekend child care, assistance paying rent, assistance finding housing, child care during non-standard hours, temporary or emergency shelter/housing, summer care for school-aged children, and assistance paying utility bills/energy assistance. Community assessment findings suggest those who participate in Head Start/ECEAP have less difficulty accessing the services they need than other low-income families in Spokane County, likely due to the wraparound support they receive.

AVERAGE LEVEL OF DIFFICULTY VS EASE FAMILY SURVEY PARTICIPANTS EXPERIENCE
accessing select early learning and care, health, housing, education, and other services
(for the average, very difficult = -2, somewhat difficult = -1, somewhat easy = 1, very easy = 2)



Recommendations

EARLY LEARNING AND CARE

There is high need to increase access to infant and toddler child care in Spokane County. However, the largest child care gaps for Head Start/ECEAP family survey participants are weekend child care, child care during non-standard hours, and summer and after school care for school-aged children.

- Expand slots for infants and toddlers and in summer as funding allows.
- Provide referrals as possible to nonstandard hours.

Spokane Colleges Head Start/ECEAP centers are generally well located in the areas with highest need. Continue developing community partnerships and tracking changes over time.

Continue to focus on and enhance the kindergarten-readiness aspects of the Head Start/ECEAP models. Families value the high-quality early learning their children participate in, and it is a program strength to build upon.

ADULT EDUCATION, TRAINING, AND EMPLOYMENT

Head Start/ECEAP families continue to need support navigating postsecondary systems, including financial aid, and education-to-job placement pipelines.

Possible gaps that could be addressed include employer partnerships, internships and apprenticeships, career coaching, job placement support, support with post-secondary financial aid and admissions processes, and increased referral of Head Start/ECEAP families to these supports.

HEALTH

Continue to leverage, expand, and seek out partnerships, collaboration, and referrals to connect families to available outside resources.

Expand access to mental health resources via referrals and by continuing to build capacity in internal systems.

Recommendations (continued)

HOUSING

Continue to stay current on available housing resources, making referrals, and developing community partnerships.

TRANSPORTATION

Explore with Spokane Transit the possibility of adding a bus stop closer to the West Boone Center.

Ensure families are aware of the resources available via Spokane Transit and know how to use public transportation. Consider if there are ways for Head Start/ECEAP families to better leverage the existing Spokane Transit routes and Rideshare program, as applicable.

COMMUNICATION AND TECHNOLOGY ACCESS

Nearly all (99.6%) family survey participants have a smartphone and 90% have internet at home, suggesting communication from Spokane Colleges Head Start/ECEAP via email, phone, text, and other digital means works for most. That said, paper-based outreach and information is likely still important to reach some.

Continue referring those who do not have a personal computer or laptop at home (17% of family survey participants) to public devices where they can more easily complete training, education, employment, and other activities that require or are substantially easier from a computer rather than a smartphone.

Do not assume families have computer skills, which participants said are generally decreasing. Assess computer literacy and the potential need to increase it as part of evaluating the types of supports families need to successfully participate in and navigate systems.

PARENTING SUPPORT

Continue supporting parents to learn developmentally appropriate behavior management strategies, skills, and resources, which parents said they would like more of and staff and community partners widely recognized as a high continuing need.

Five-Year Goals & Objectives

Goal 1: Cultivating a Culture of Consistent Attendance

Goal Statement

The program will establish and sustain a comprehensive attendance system that prioritizes consistent participation for all children and staff, ensuring every child receives the full benefit of services.

Objectives & Benchmarks

1.1 Program-Wide Attendance Standards

- Achieve and maintain ADA ≥ 85%

1.2 Reduction of Chronic Absenteeism

- Reduce children missing ≥10% of program days

1.3 Data Integrity and Documentation

- Improve timely attendance follow-up and documentation

1.4 Workforce Attendance Stability

- Improve staff attendance and reduce substitute reliance

Goal 2: Strengthening Family Stability and Engagement

Goal Statement

The program will partner with families to foster long-term stability and economic mobility.

Objectives & Benchmarks

2.1 Father Engagement

- Increase participation of fathers/male caregivers

2.2 Family Self-Sufficiency

- Families achieve employment, education, or housing goals

2.3 Family Services Workforce Stability

- Improve retention and training completion

2.4 Community Referral Effectiveness

- Increase successful referral completion

Goal 3: Holistic Mental Health and Social-Emotional Wellbeing

Goal Statement

The program will implement a comprehensive, multi-tiered system of support (MTSS).

Objectives & Benchmarks

3.1 Timely Behavioral Support   Strengthen Prevention and Early Intervention Practices

- Reduce time from concern to intervention

3.2 Staff Wellness

- Improve staff climate and reduce burnout Foster a supportive work environment that promotes staff well-being and resilience

3.3 Parent Confidence

- Increase parent confidence in managing behavior

3.4 Screening and Follow-Up

- Ensure timely completion of screenings, referrals and follow-up services

Goal 4: Fiscal Sustainability and Strategic Resource Alignment

Goal Statement

The program will ensure long-term fiscal sustainability by strengthening revenue diversification, optimizing cost allocation, and aligning staffing and service delivery models.

Objectives & Benchmarks

4.1 Revenue Diversification and Growth

- Secure new and expanded grant funding
- Reduce reliance on single funding streams

4.2 Program Design, Cost Allocation, and Staffing Optimization

- Conduct annual review of:
    - Cost allocation across funding sources
    - FTE distribution
    - Cyclic calendars
    - Part-time and support staffing

4.3 Expansion of Direct Service Delivery (ECEAP Internalization)

- Increase internally operated ECEAP slots
- Reduce subcontracting/pass-through costs

4.4 Advocacy and Systems Influence

- Increase engagement in funding and policy advocacy

Goal 5: Excellence in School Readiness

Goal Statement

The program will promote positive child outcomes and school readiness through high-quality teaching, intentional learning experiences, family partnerships, and continuous improvement practices.

Objectives & Benchmarks

5.1 Strengthen Teaching Practices

- Enhance teacher-child interactions to support positive outcomes for all children.

5.2 Ensure Curriculum Fidelity

- Implement curriculum with fidelity to support intentional and individualized learning experiences.

5.3 Use Data to Drive Continuous Improvement

- Use child and program data to inform instruction, individualization, and program improvement.

5.4 Strengthen Family Partnerships

- Partner with families to support children's learning, attendance, and successful transitions.

TAB 1-D

CONSENT AGENDA ITEMS: ADMIN PROCEDURE

Submitted by: Fred Davis, Chief Human Resources Officer
Melanie Rose, Chief Institutional Advancement & External Affairs Officer
July 28, 2026

ACTION: Revisions to Administrative Procedure
2.00.01-G Non-Represented Classified Staff Reduction in Force

<u>BACKGROUND</u>: Consistent with Spokane practice, staff distributed the administrative procedure to internal constituents for comment. No feedback was received after the comment period. The summary of the procedure is below.

<u>2.00.01-G Non-Represented Classified Staff Reduction in Force</u> – The purpose of this procedure is to provide a framework for implementing reductions in force for non-represented classified staff that ensures compliance with applicable laws and regulations, promotes fairness and equity, and minimizes disruption to employees, students, and Spokane Colleges operations.

<u>RECOMMENDATION:</u>

It is recommended that the Board of Trustees approve the administrative procedures as presented.

Attachments: 2.00.01-G Non-Represented Classified Staff Reduction in Force – REDLINE
2.00.01-G Non-Represented Classified Staff Reduction in Force

Prepared by: Timothy Fackenthall
Director of HR Employment Services
July 28, 2026

Submitted by: Fred Davis
Chief Human Resources Officer
July 28, 2026

~~CCS~~Spokane Colleges Administrative Procedure
2.00.01 – G Non-Represented Classified Staff Reduction in Force

Implementing Board Policy 2.00.01
Contact: ~~-~~Human Resources

1.0 ~~1.0~~ Reduction in Force and Layoff Rights Objective and Responsibilities (summary of Board of Trustees Policy 2.00.01)

~~Community Colleges of Spokane (CCS~~Spokane Colleges~~)~~, aware of its obligations as an institution of higher education and a steward of the public trust, will ensure that personnel administration procedures and practices comply with federal, state and local laws and statutes; are based upon sound human resource management principles; satisfy the standards of regional and national accrediting organizations; and promote a work environment of collegiality, respect and professionalism. The objective of this procedure is to provide an implementation plan that ensures reduction-in-force of non-represented classified staff is administered without prejudice, is equitable to our employees and minimizes disruption to students, employees and the district.

1.1 The a~~A~~ppointing ~~A~~authority will determine the basis for, extent, effective date and the length of layoffs in accordance with this procedure.

1.2 This layoff procedure covers and applies to all ~~CCS~~Spokane Colleges classified employees not covered by a collective bargaining agreement.

1.3 Employees may be laid off without prejudice according to these layoff procedures consistent with Washington Administrative Code ~~WAC 357-46~~(WAC) 357-46. The reasons for ~~a layoff~~the layoff include, but are not limited to:

- lack of funds;~~,~~
- lack of work;~~,~~
- organizational change;~~,~~ and/or
- termination of a project or special employment.

1.4 Layoff could result in any of the following:

- separation from service with ~~CCS~~Spokane Colleges~~,~~;
- employment in a job class with a lower salary range maximum~~,~~;
- a reduction in the work year~~,~~; and/or
- reduction in the number of work hours per week.

1.5 Nothing in this layoff procedure will negate the rights of ~~CCS~~Spokane Colleges to transfer, promote, demote, dismiss or separate any employee of any employment status in any manner permissible under WAC 357.

2.0 Definitions

The following definitions are specific to the terms of this procedure and do not modify or revise similar terms as used in related procedures or collective bargaining agreements.

2.1 Appointing a~~A~~uthority: only the Chancellor and campus presidents have the authority to make employment appointments. This authority may be delegated by these parties as appropriate.

2.2 Comparability: ~~-~~similarities between positions in the layoff unit may ~~include:~~include salary range, geographic location, number of hours per week/month~~,~~ and number of weeks per year.

2.3 Employment retention rating: an employee's individual rating, determined ~~on the basis of~~based on seniority.

2.4 Layoff: an employer-initiated action taken in accordance with WAC 357-46.

2.5 Layoff unit: ~~-~~the organizational unit within each institution within which layoff options are determined in accordance with this procedure. Layoff units include: ~~See section 4.0.~~

2.5.1 District Administration, including grants, contracts, project employment, and all other classified. Note: Currently, only Human Resources staff comprise the district layoff unit.

2.5.2 Spokane Community College, including grants, contracts, project employment, and all other classified.

~~2.5~~ Spokane Falls Community College, including grants, contracts, project employment, and all other classified.

2.5.3

2.6 Permanent status: ~~-~~an employee who has successfully completed the probationary ~~status~~ or trial service period for their current position.

2.7 Seniority: ~~-~~the employee's length of unbroken classified service. All time spent ~~in~~on leave without pay status will be deducted from the calculation of seniority, except when the leave without pay is taken for:

~~2.7~~

- Military leave;~~,~~
- Compensable work-related injury or illness leave~~,~~;
- Governmental service leave~~,~~ and leave to enter the Peace Corps, not to exceed two (2) years and three (3) months;
- Reducing the effects of layoff~~,~~; and/or
- Cyclic employment leave.

Veteran's preference will be granted by adding seniority in accordance with the WAC 357-46-060.

2.8 Seniority list: ~~-~~internal layoff list maintained and administered by the Human Resources Office (HRO) in accordance with WAC 357-46-070 and this procedure. Certification from this list is specified in ~~administrative procedure~~Administrative Procedure 2.10.04-A Personnel Selection.

2.9 Skills and abilities: ~~-~~the competencies and other position requirements identified in position descriptions. Position requirements may also include:

- bona fide occupational qualifications~~,~~;
- license or certification requirements~~,~~; and
- competencies or other requirements mentioned in recruitment announcement.

2.10 Temporary layoff: ~~-~~an employer-initiated action taken in accordance with ~~WAC 357-46~~WAC 357-46-010 that lasts for a limited time and after which the employee returns to their former status.

2.11 Voluntary layoff: ~~-~~acting on one's own initiative to request and implement an action taken in accordance with ~~WAC 357-46~~WAC 357-46-010.

~~2.11~~

3.0 ~~3.0~~ Alternatives to Layoff

In order to avoid or minimize impacts, ~~CCS~~Spokane Colleges will attempt to first mitigate the need for layoff through alternative actions whenever practical~~,~~ and when actions can be taken without undue disruption to operations before initiating any layoff. Time spent on a temporary layoff or when an employee's work hours are reduced will not be deducted from the calculation of seniority.

3.1 Voluntary layoff:~~-~~ An employee may request a voluntary layoff, take an unpaid leave of absence or reduce their hours of work in order to reduce the impact of layoffs.

3.2 Temporary layoff: ~~-CCS~~Spokane Colleges may temporarily lay off an employee for up to ninety ~~(90)~~ calendar days due to an unanticipated loss of funding, revenue shortfall, lack of work, shortage of material or equipment or other unexpected or unusual reasons. Employees will normally receive notice of seven ~~(7)~~ calendar days of a temporary layoff. An employee who is temporarily laid off will not be entitled to:

- substitute paid leave balance~~,~~; or
- bump to any other position~~,~~; or
- be placed on a layoff/recall list.
- ~~be placed on a layoff/recall list.~~

~~**4.0 Layoff Units**~~

~~CCS is divided into the following layoff units for purpose of this procedure:~~

~~4.1 District Administration~~
- ~~Grants~~
- ~~Contracts~~
- ~~Project employment~~
- ~~All other classified~~

~~Note: Currently only HRO staff comprise the district layoff unit.~~

3.0 ~~4.2 Spokane Community College~~
- ~~Grants~~
- ~~Contracts~~
- ~~Project employment~~
- ~~All other classified~~

~~4.3 Spokane Falls Community College~~
- ~~Grants~~
- ~~Contracts~~
- ~~Project employment~~
- ~~All other classified~~

~~5.0~~4.0 Employee Retention Rating

Employees will be laid off in accordance with their retention rating. ~~CCS~~Spokane Colleges will determine if the employee possesses the required skills and abilities for the position and the comparability of the position. ~~CCS~~Spokane Colleges may require updated information from the employee regarding ~~his or her~~their current skills and abilities.

~~5.1~~4.1 If two or more employees have the same employee retention rating, ties will be broken in the following order:

- longest continuous time within their current job classification~~,~~;
- longest continuous time with the institution~~,~~; and
- by lot.

5.0 ~~6.0~~ Layoff Notice

5.1 ~~6.1~~ When a position is subject to layoff, the aAppointing aAuthority shall give permanent employees at least thirty ~~(30)~~ calendar days' written notice, unless the employee agrees to waive the thirty ~~(30)~~ day notice period. The layoff notice will include:

- the basis of the layoff~~,~~;
- the ability to meet with the aAppointing aAuthority prior to the effective date of the layoff~~,~~;
- layoff option(s), if any, available to the employee~~,~~;
- alternatives to layoff that, if selected by the employee, would avoid or minimize the layoff~~,~~;
- notice of right to request placement on the appropriate layoff lists~~,~~;
- that the employee must notify the Appointing Authority of their layoff option decision within five ~~(5)~~ working days of receipt;~~,~~ and
- notice of any appeal rights.

5.2 ~~6.2~~ If the layoff notice is hand delivered, the date of delivery will constitute the first day of notice. If the layoff notification is mailed to the employee, the notice must be sent via Return Certified ~~Receipt~~Receipt, and the date of receipt will constitute the first day of notice.

5.3 ~~6.3~~ The employee shall advise the aAppointing aAuthority in writing within five ~~(5)~~ ~~c~~calendar days of the date of such notice whether the employee accepts or rejects the option(s). If the employee fails to respond to the aAppointing aAuthority within the prescribed time limits, such failure shall automatically be regarded as a rejection of the option(s).

5.4 ~~6.4~~ If the employee accepts a layoff option, the employee will also be notified of any requirement to serve a transition review period in accordance with ~~CCS~~Spokane Colleges A~~a~~dministrative ~~p~~Procedure 2.10.04-D Probationary and Trial Service Periods.

5.5 ~~6.5~~ When there are no layoff options or when an option is rejected, permanent employees may be separated after the thirty ~~(30)~~ calendar days' notice in writing from the aAppointing ~~A~~authority.

5.6 ~~6.6~~ Probationary employees must be given at least a one-day notice of a layoff.

6.0 ~~7.0~~ Options Within the Layoff Unit

6.1 ~~7.1~~ ~~CCS~~Spokane Colleges will offer options to permanent, non-represented classified employees in the following sequence:

6.1.1 Vacancies within the layoff unit: Within the layoff unit, a permanent employee scheduled for layoff must be offered the option to take a vacant position that meets the following criteria:

~~7.1.1~~

~~7.1.1.1~~6.1.1.1 The vacant position is allocated to the class in which the employee holds permanent status at the time of the layoff.

~~7.1.1.1.1~~6.1.1.1.1 If no option to take a vacant position in the current class is available, the employee's option is to take a vacant position in a class in which the employee has held permanent status at the same salary range.

~~7.1.1.1.2~~6.1.1.1.2 If the employee has no option to take a vacant position at the same salary range, the employee must be given an opportunity to take a vacant position in a lower class within an occupational category/class series in which the employee has held permanent status, in descending salary order.

~~7.1.1.1.3~~6.1.1.1.3 The employee does not have to have held permanent status in the lower class, they must only have held permanent status within the occupation category/class, in order to be offered the option to take a vacant position in the class.

~~7.1.1.2~~6.1.1.2 The vacant position is comparable to the employee's current position.

~~7.1.1.3~~6.1.1.3 The employee satisfies the competencies and other position requirements.

~~7.1.1.4~~6.1.1.4 The position is funded.

~~7.1.2~~6.1.2 Bumping based upon employee retention rating within the layoff unit: If no vacant funded position is available within the layoff unit, the employee may next exercise bumping rights to a filled position occupied by the employee with the lowest employment retention rating that meets the following criteria:

~~7.1.2.1~~6.1.2.1 The position is allocated to the class in which the employee holds permanent status at the time of the layoff.

~~7.1.2.1.1~~6.1.2.1.1 If no option to take/bump a position in the current class is available, the employee's option is to take/bump a position in a class in which the employee has held permanent status that is at the same salary range.

~~7.1.2.1.2~~6.1.2.1.2 If the employee has no option to bump into a position at the same salary range, the employee must be given an opportunity to bump into a position in a lower class within an occupational category/class series in which the employee has held permanent status, in descending salary order.

~~7.1.2.1.3~~6.1.2.1.3 The employee does not have to have held permanent status in the lower class, they must only have held permanent status within the occupation category/class series, in order to be offered the option to take a position in the class.

~~7.1.2.2~~6.1.2.2 The position is comparable to the employee's current position.

~~7.1.2.3~~6.1.2.3 The employee satisfies the competencies and other position requirements.

~~7.1.2.4~~6.1.2.4 The position is funded.

~~7.1.3~~6.1.3 District-wide options: If no options are available within the layoff unit, employees hired before July 1, 2005, will be provided one option within the district to:

~~7.1.3.1~~6.1.3.1 A vacant, funded position for which the employee has the skills and abilities, within ~~his or her~~their current job classification or to a classification in which the employee has formerly held permanent status.

~~7.1.3.2~~6.1.3.2 A funded, filled position held by the least senior employee for which the employee has the skills and abilities, within ~~his or her~~their current job classification.

~~7.1.3.3~~6.1.3.3 A funded, filled position held by the least senior employee for which the employee has the skills and abilities, at the same or lower salary range as ~~his or her~~their current permanent position, within a job classification in which the employee has held permanent status.

7.0 ~~8.0~~ Appeal

If the employee believes this procedure has not been administered appropriately, they may appeal to the Chief ~~Strategy and Administration~~Human Resources Officer. The employee also has the right to appeal to the Office of Financial Management State HR following WAC 357-52.

8.0 Related Information

8.1 Applicable Collective Bargaining Agreements:

8.1.1 For represented classified employees – Collective Bargaining Agreement with Washington Federation of State Employees

~~For represented faculty – Master Contract with Association of Higher Education~~

8.2 ~~CCS~~Spokane Colleges Administrative Procedure 2.10.04-A Personnel Selection

8.3 ~~CCS~~Spokane Colleges Administrative Procedure 2.10.04-D Probationary and Trial Service Periods

8.4 ~~CCS~~Spokane Colleges Board Policy 2.00.01 Personnel Administration

8.5 WAC 357 Office of Financial Management – State Human Resources Director

8.5.1 WAC 357-46-010 What are the reasons for layoff?

8.5.1.1 WAC 357-46-060 Does a veteran receive any preference in layoff?

8.5.1.2 WAC 357-46-070 Which employees are eligible to have their name placed on an employer's internal layoff list?

8.5.1.3 WAC 357-52 Appeals

Originated: June 2005; Revised October 2008, June 2026
Cabinet approval: June 2005

Spokane Colleges Administrative Procedure
2.00.01 – G Non-Represented Classified Staff Reduction in Force

Implementing Board Policy 2.00.01
Contact: Human Resources

1.0 Reduction in Force and Layoff Rights Objective and Responsibilities (summary of Board of Trustees Policy 2.00.01)

Spokane Colleges, aware of its obligations as an institution of higher education and a steward of the public trust, will ensure that personnel administration procedures and practices comply with federal, state and local laws and statutes; are based upon sound human resource management principles; satisfy the standards of regional and national accrediting organizations; and promote a work environment of collegiality, respect and professionalism. The objective of this procedure is to provide an implementation plan that ensures reduction-in-force of non-represented classified staff is administered without prejudice, is equitable to our employees and minimizes disruption to students, employees and the district.

1.1 The appointing authority will determine the basis for, extent, effective date and the length of layoffs in accordance with this procedure.

1.2 This layoff procedure covers and applies to all Spokane Colleges classified employees not covered by a collective bargaining agreement.

1.3 Employees may be laid off without prejudice according to these layoff procedures consistent with Washington Administrative Code (WAC) 357-46. The reasons for the layoff include, but are not limited to:

- lack of funds;
- lack of work;
- organizational change; and/or
- termination of a project or special employment.

1.4 Layoff could result in any of the following:

- separation from service with Spokane Colleges;
- employment in a job class with a lower salary range maximum;
- a reduction in the work year; and/or
- reduction in the number of work hours per week.

1.5 Nothing in this layoff procedure will negate the rights of Spokane Colleges to transfer, promote, demote, dismiss or separate any employee of any employment status in any manner permissible under WAC 357.

2.0 Definitions

The following definitions are specific to the terms of this procedure and do not modify or revise similar terms as used in related procedures or collective bargaining agreements.

2.1 Appointing authority: only the Chancellor and campus presidents have the authority to make employment appointments. This authority may be delegated by these parties as appropriate.

2.2 Comparability: similarities between positions in the layoff unit may include salary range, geographic location, number of hours per week/month and number of weeks per year.

2.3 Employment retention rating: an employee's individual rating, determined based on seniority.

2.4 Layoff: an employer-initiated action taken in accordance with WAC 357-46.

2.5 Layoff unit: the organizational unit within each institution within which layoff options are determined in accordance with this procedure. Layoff units include:

2.5.1 District Administration, including grants, contracts, project employment, and all other classified. Note: Currently, only Human Resources staff comprise the district layoff unit.

2.5.2 Spokane Community College, including grants, contracts, project employment, and all other classified.

2.5.3 Spokane Falls Community College, including grants, contracts, project employment, and all other classified.

2.6 Permanent status: an employee who has successfully completed the probationary or trial service period for their current position.

2.7 Seniority: the employee's length of unbroken classified service. All time spent on leave without pay status will be deducted from the calculation of seniority, except when the leave without pay is taken for:

- Military leave;
- Compensable work-related injury or illness leave;
- Governmental service leave and leave to enter the Peace Corps, not to exceed two (2) years and three (3) months;
- Reducing the effects of layoff; and/or
- Cyclic employment leave.

Veteran's preference will be granted by adding seniority in accordance with the WAC 357-46-060.

2.8 Seniority list: internal layoff list maintained and administered by the Human Resources Office (HRO) in accordance with WAC 357-46-070 and this procedure. Certification from this list is specified in Administrative Procedure 2.10.04-A Personnel Selection.

2.9 Skills and abilities: the competencies and other position requirements identified in position descriptions. Position requirements may also include:

- bona fide occupational qualifications;
- license or certification requirements; and
- competencies or other requirements mentioned in recruitment announcement.

2.10 Temporary layoff: an employer-initiated action taken in accordance with WAC 357-46-010 that lasts for a limited time and after which the employee returns to their former status.

2.11 Voluntary layoff: acting on one's own initiative to request and implement an action taken in accordance with WAC 357-46-010.

3.0 Alternatives to Layoff

In order to avoid or minimize impacts, Spokane Colleges will attempt to first mitigate the need for layoff through alternative actions whenever practical and when actions can be taken without undue disruption to operations before initiating any layoff. Time spent on a temporary layoff or when an employee's work hours are reduced will not be deducted from the calculation of seniority.

3.1 Voluntary layoff: An employee may request a voluntary layoff, take unpaid leave of absence or reduce their hours of work in order to reduce the impact of layoffs.

3.2 Temporary layoff: Spokane Colleges may temporarily lay off an employee for up to ninety calendar days due to an unanticipated loss of funding, revenue shortfall, lack of work, shortage of material or equipment or other unexpected or unusual reasons. Employees will normally receive notice of seven calendar days of a temporary layoff. An employee who is temporarily laid off will not be entitled to:

- substitute paid leave balance; or
- bump to any other position; or
- be placed on a layoff/recall list.

4.0 Employee Retention Rating

Employees will be laid off in accordance with their retention rating. Spokane Colleges will determine if the employee possesses the required skills and abilities for the position and the comparability of the position. Spokane Colleges may require updated information from the employee regarding their current skills and abilities.

4.1 If two or more employees have the same employee retention rating, ties will be broken in the following order:

- longest continuous time within their current job classification;
- longest continuous time with the institution; and
- by lot.

5.0 Layoff Notice

5.1 When a position is subject to layoffs, the appointing authority shall give permanent employees at least thirty calendar days' written notice, unless the employee agrees to waive the thirty day notice period. The layoff notice will include:

- the basis of the layoff;
- the ability to meet with the appointing authority prior to the effective date of the layoff;
- layoff option(s), if any, available to the employee;
- alternatives to layoffs that, if selected by the employee, would avoid or minimize the layoff;
- notice of right to request placement on the appropriate layoff lists;
- that the employee must notify the Appointing Authority of their layoff option decision within five working days of receipt; and
- notice of any appeal rights.

5.2 If the layoff notice is hand delivered, the date of delivery will constitute the first day of notice. If the layoff notification is mailed to the employee, the notice must be sent via Return Certified Receipt, and the date of receipt will constitute the first day of notice.

5.3 The employee shall advise the appointing authority in writing within five calendar days of the date of such notice whether the employee accepts or rejects the option(s). If the employee fails to respond to the appointing authority within the prescribed time limits, such failure shall automatically be regarded as a rejection of the option(s).

5.4 If the employee accepts a layoff option, the employee will also be notified of any requirement to serve a transition review period in accordance with Spokane Colleges Administrative Procedure 2.10.04-D Probationary and Trial Service Periods.

5.5 When there are no layoff options or when an option is rejected, permanent employees may be separated after the thirty calendar days' notice in writing from the appointing authority.

5.6 Probationary employees must be given at least one-day notice of a layoff.

6.0 Options Within the Layoff Unit

6.1 Spokane Colleges will offer options to permanent, non-represented classified employees in the following sequence:

6.1.1 Vacancies within the layoff unit: Within the layoff unit, a permanent employee scheduled for layoff must be offered the option to take a vacant position that meets the following criteria:

6.1.1.1 The vacant position is allocated to the class in which the employee holds permanent status at the time of the layoff.

6.1.1.1.1 If no option to take a vacant position in the current class is available, the employee's option is to take a vacant position in a class in which the employee has held permanent status at the same salary range.

6.1.1.1.2 If the employee has no option to take a vacant position at the same salary range, the employee must be given an opportunity to take a vacant position in a lower class within an occupational category/class series in which the employee has held permanent status, in descending salary order.

6.1.1.1.3 The employee does not have to have held permanent status in the lower class, they must only have held permanent status within the occupation category/class, in order to be offered the option to take a vacant position in the class.

6.1.1.2 The vacant position is comparable to the employee's current position.

6.1.1.3 The employee satisfies the competencies and other position requirements.

6.1.1.4 The position is funded.

6.1.2 Bumping based upon employee retention rating within the layoff unit: If no vacant funded position is available within the layoff unit, the employee may next exercise bumping rights to a filled position occupied by the employee with the lowest employment retention rating that meets the following criteria:

6.1.2.1 The position is allocated to the class in which the employee holds permanent status at the time of the layoff.

6.1.2.1.1 If no option to take/bump a position in the current class is available, the employee's option is to take/bump a position in a class in which the employee has held permanent status that is at the same salary range.

6.1.2.1.2 If the employee has no option to bump into a position at the same salary range, the employee must be given an opportunity to bump into a position in a lower class within an occupational category/class series in which the employee has held permanent status, in descending salary order.

6.1.2.1.3 The employee does not have to have held permanent status in the lower class, they must only have held permanent status within the occupation category/class series, in order to be offered the option to take a position in the class.

6.1.2.2 The position is comparable to the employee's current position.

6.1.2.3 The employee satisfies the competencies and other position requirements.

6.1.2.4 The position is funded.

6.1.3 District-wide options: If no options are available within the layoff unit, employees hired before July 1, 2005, will be provided with one option within the district to:

6.1.3.1 A vacant, funded position for which the employee has the skills and abilities, within their current job classification or to a classification in which the employee has formerly held permanent status.

6.1.3.2 A funded, filled position held by the least senior employee for which the employee has the skills and abilities, within their current job classification.

6.1.3.3 A funded, filled position held by the least senior employee for which the employee has the skills and abilities, at the same or lower salary range as their current permanent position, within a job classification in which the employee has held permanent status.

7.0 Appeal

If the employee believes this procedure has not been administered appropriately, they may appeal to the Chief Human Resources Officer. The employee also has the right to appeal to the Office of Financial Management State HR following WAC 357-52.

8.0 Related Information

8.1 Applicable Collective Bargaining Agreements:

8.1.1 For represented classified employees – Collective Bargaining Agreement with Washington Federation of State Employees

8.2 Spokane Colleges Administrative Procedure 2.10.04-A Personnel Selection

8.3 Spokane Colleges Administrative Procedure 2.10.04-D Probationary and Trial Service Periods

8.4 Spokane Colleges Board Policy 2.00.01 Personnel Administration

8.5 WAC 357 Office of Financial Management – State Human Resources Director

8.5.1 WAC 357-46-010 What are the reasons for layoff?

8.5.1.1 WAC 357-46-060 Does a veteran receive any preference in layoff?

8.5.1.2 WAC 357-46-070 Which employees are eligible to have their name placed on an employer's internal layoff list?

8.5.1.3 WAC 357-52 Appeals

Originated: June 2005; Revised October 2008, June 2026
Cabinet approval: June 2005; June 2026

ACTION: Revisions to Administrative Procedure 8.00.01-C Social Media Governance

BACKGROUND: Consistent with Spokane practice, staff distributed the administrative procedure to internal constituents for comment. No feedback was received after the comment period. The summary of the procedure is below.

8.00.01-C Social Media – This procedure establishes guidelines for official use of social media on behalf of Spokane Colleges and provides guidelines for use of official social media by Spokane Colleges faculty, staff, students, and volunteers.

RECOMMENDATION:

It is recommended that the Board of Trustees approve the administrative procedures as presented.

Attachments: 8.00.01-C Social Media Governance – REDLINE
8.00.01-C Social Media Governance

Prepared by: Melanie Rose
Chief Institutional Advancement & External Affairs Officer
July 28, 2026

Submitted by: Melanie Rose
Chief Institutional Advancement & External Affairs Officer
July 28, 2026

~~CCS Administrative Procedure~~Spokane Colleges Administrative Procedure
8.00.01-C Social Media Governance

Implementing Board Policy 8.00.01
Contact: Chief Institutional Advancement Officer, 434-5109

1.0 Purpose

~~Community Colleges of Spokane~~Spokane Colleges ("~~CCS~~Spokane Colleges" or "the College") operates a wide variety of Official Social Media Accounts and recognizes the value of social media as an important and constantly changing tool. ~~CCS~~Spokane Colleges uses social media to enhance its communication and engagement with students, faculty, staff, alumni and others to support the ~~CCS~~Spokane Colleges mission, vision and strategic plan. ~~CCS's~~Spokane Colleges' Official Social Media Accounts also offer a platform for speech by certain groups or for the discussion of certain topics and shall be administered in a manner that adheres to the principles of free speech.

This procedure establishes guidelines for official use of social media on behalf of ~~CCS~~Spokane Colleges and provides guidelines for use of official social media by ~~CCS~~Spokane Colleges faculty, staff, students, and volunteers.

This procedure only applies to Official Social Media Accounts that are created by and for college and district use for official purposes and is not intended to restrict, abridge, or otherwise abrogate academic freedom. This procedure does not apply to social media use within the instructional classroom environment when utilized within the curriculum. ~~CCS~~Spokane Colleges does not seek to regulate employees' strictly personal uses of social media which do not involve college or district resources or affect college or district employment.

Compliance with this procedure protects the College's digital reputation and ensures compliance with all applicable state and federal laws.

2.0 Definitions

2.1 **Account Administrators:** Shall mean those ~~CCS~~Spokane Colleges employees, student-employees, or volunteers who are authorized to control, manage, monitor and maintain Official Social Media Accounts as a part of their job duties or to accomplish their official ~~CCS~~Spokane Colleges responsibilities. This includes creating, modifying, removing, correcting or otherwise transmitting content via a social media platform. Administrators are also charged with monitoring the College's Official Social Media Accounts for which they are an Administrator, which includes ensuring the account is active and the account has not been accessed without authorization.

2.2 **Directory:** A public digital database and record repository for ~~CCS's~~Spokane Colleges' Official Social Media Accounts ~~located in the Graphics and Marketing section of the CCS Intranet (CCSNet)~~ maintained by Marketing and Public Relations.

2.3 **Discrimination:** Prohibited unfavorable treatment of a person based on that person's membership or perceived membership in a protected status. Harassment is a form of Discrimination.

2.4 **Guidelines:** The Spokane Colleges Social Media Guidelines & Standards is an operational companion document maintained by Marketing and Public Relations, providing current procedures, training, intake forms, and platform-specific best practices for implementation of this procedure. The Guidelines may be updated administratively as platforms and best practices evolve.

2.5 **Harassment:** Prohibited form of discriminatory conduct that includes physical, verbal or other conduct that denigrates or shows hostility toward an individual or group because of their legally protected or perceived membership in a protected status and is sufficiently severe, pervasive and objectively offensive so as to substantially interfere with the terms and conditions of employment or substantially limiting the ability of a student to participate in or benefit from the College's educational and/or social programs.

2.6 **Official ~~CCS~~Spokane Colleges Business:** Activities performed by ~~CCS~~Spokane Colleges employee, or authorized volunteer or student as directed by his or her Department Head, in order to accomplish ~~CCS~~Spokane Colleges programs or department initiatives, or as required by the duties of his or her employment.

2.7 **Official Social Media Accounts**: Social Media Accounts that are sponsored by ~~CCS~~Spokane Colleges and officially represent ~~CCS~~Spokane Colleges, or a ~~CCS~~Spokane Colleges division, college, team,~~, club~~, department, unit or program. All Official Social Media Accounts are owned by ~~CCS~~Spokane Colleges and the College reserves the right to control the creation, administration, deletion, and/or maintenance of such accounts. This definition specifically excludes the ~~CCS~~Spokane Colleges website and College employee's Personal Accounts.

2.8 **Personal Account:** A website, blog, or similar digital media property owned and operated by any College faculty, staff, students, or any third party in their individual capacity, not for official College business.

2.9 **Posts or Comments:** All text, images, videos, audio, website hyperlinks and any other information published, posted and/or distributed through social media.

2.10 **Social Media:** External websites or services based on participant contributions to the content. Types of social media include but are not limited to blogs, micro blogs, social and professional networks, video or photosharing, and social bookmarking. ~~Examples of social media sites are YouTube, Facebook, Flickr, Snapchat, Twitter, Pinterest, Tumblr, TikTok, Instagram, LinkedIn, blogs etc.~~

2.11 **Supervisors:** Supervisors of academic and non-academic units, and others who have direct oversight responsibility for Account Administrators and Official Social Media Accounts within their area.

3.0 Legal and District Compliance

3.1 All uses of social media through ~~CCS~~Spokane Colleges computer systems, networks, and using employee time shall follow applicable laws, including the statutes and rules relating to Ethics in Public Service (RCW 42.52), privacy laws, intellectual property rights law, applicable social media site standards, and all other ~~CCS~~Spokane Colleges policies and procedures.

3.2 Do not use any personally identifiable information that is protected under FERPA. This includes identification numbers such as social security numbers or student ID, addresses, or phone numbers (other than authorized business addresses or phone numbers). Student record information shall not be transmitted via social media as noted in ~~CCS~~Spokane Colleges Administrative Procedure 3.40.01-B.

3.3 ~~When a social media platform permits a profile graphic, it is recommended the account display an official College or District logo or graphic. No portion of the logo may be altered. Logo usage should follow the consistent use of logos, colors and typefaces to reinforce the CCSSpokane Colleges brand. Best efforts should be made to ensure the following style guidelines and standards are met as shown in the CCSSpokane Colleges Style Guide. Contact Marketing and Public Relations ("M&PR") or visit CCS'sSpokane Colleges' Marketing and Public Relations Webpage for an approved logo or graphic.~~Official Social Media Account branding must conform to Spokane Colleges brand standards. Current logo files, color palettes, and visual guidance are provided in the Guidelines.

3.4 ~~CCS~~Spokane Colleges Official Social Media Accounts shall not be used to conduct online business transactions and will not ask for personal information or credit cards in social media accounts.

3.5 No Official Social Media Accounts shall engage in paid advertising without prior approval from and coordination with ~~CCS~~Spokane Colleges Marketing and Public Relations Department. All paid advertising at ~~CCS~~Spokane Colleges is coordinated and administered by the ~~CCS~~Spokane Colleges Marketing and Public Relations Department as noted in ~~CCS~~Spokane Colleges Procedure 7.10.01 Advertising.

3.6 ~~CCS~~Spokane Colleges requires the permission of individuals (in the form of a photo/media release form) whose readily identifiable images will be used to promote the college online and in print publications. This form is available from M&PR and copies of all completed forms shall be provided to M&PR, which will maintain a repository of them. These forms must be completed and signed before posting images.

3.6.1 **Public events and activities:** Because there is no expectation of privacy, the college does not need to obtain photo/media releases from those participating in and/or attending ~~CCS~~Spokane Colleges events and activities that are open to the public.

3.7 Use of copyrighted, trademarked or proprietary information is prohibited.

3.8 **Accessibility:** All content published to Official Social Media Accounts must meet applicable accessibility standards, including Section 508 of the Rehabilitation Act, the Americans with Disabilities Act, and Washington State Policy 188. Implementation guidance, including alt text, closed captioning, and color contrast requirements, is provided in the Spokane Colleges Social Media Guidelines & Standards.

4.0 Use of Social Media during College Time and Using College Property

4.1 Employee uses of college computers, networks, and time while at work are reserved for college-related business, as approved by supervisors. Social networking unrelated to college business must be done on personal time using personal computers or devices. Occasional use of college resources may be permissible if the use is brief, infrequent, and otherwise complies with the Washington State Ethics in Public Service Act and all other ~~CCS~~Spokane Colleges policies and procedures.

5.0 Social Media as Public Record

5.1 As a public institution, content published by ~~CCS~~Spokane Colleges and its employees on Official Social Media Accounts is a public record and is subject to Washington State Public Records law and requests (RCW 42.56). The Public Record Act applies to all college Official Social Media Account(s) regardless of the form of the record (photos, posts, private messages, and deleted messages or posts).

5.2 All ~~CCS~~Spokane Colleges Official Social Media Accounts must be archived using a paid third-party social media archiving platform. Archived materials must be maintained according to ~~CCS's~~Spokane Colleges' records retention schedule. ~~Please contact CCS Marketing and Public Relations at CCS.Skitch@ccs.spokane.edu to link social media accounts to the archiving software service~~Account Administrators must coordinate with the Social Media Manager to connect new accounts to the current archiving service.

6.0 Creating and Managing an Official Social Media Account on Behalf of the College

Account administrators are the only individuals authorized to create and/or manage Official Social Media Accounts

6.1 To create a ~~CCS~~Spokane Colleges Official Social Media Account and connect it to the social archiving software, approval must be obtained prior to opening the account ~~by~~

~~submitting a Marketing Services Request~~through the intake process outlined in the Spokane Colleges Social Media Guidelines & Standards.

6.2 Account Administrators may operate and maintain an Official Social Media Account that is associated with ~~CCS~~Spokane Colleges only once they receive authorization for such use from ~~M&PR~~the Social Media Manager. ~~Training shall be provided to Official Social Media Account holders at least annually to assist with knowledge of best practices and compliance. Additional self-service online training shall be provided along with a guide for account usage.~~Training requirements are outlined in the Guidelines.

~~CCS~~Spokane Colleges employees, student-employees, or volunteers, who are not authorized to operate and maintain an Official Social Media Account, may only act as content editors and must complete social media training. Every account must have at least two Account Administrator who is a professional staff member (non-student employee) at all times.

6.3 Account Administrators must maintain the validity and security of Official Social Media Accounts by regularly monitoring the account to ensure appropriate and authorized usage.

6.4 Social media demands a level of responsiveness; thus, Administrators are expected to monitor the College Official Social Media Account for which they are responsible and respond as necessary during regular College workdays to ensure compliance with this procedure.

6.5 ~~M&PR~~The Social Media Manager will maintain a digital database that will include name, platform~~, password,~~ authorized account administrators for all Official Social Media Accounts and must be made aware of any administrator changes.~~changes to passwords or accounts.~~

7.0 Creating and Posting Content

7.1 The only individuals permitted to comment, post, message or otherwise transmit content on the College's behalf via an Official Social Media Account are Account Administrators, or their designees, who have been authorized by ~~M&PR~~the Social Media Manager.

7.2 All content published to Official Social Media Accounts is owned by ~~CCS~~Spokane Colleges. Anything published to an Official Social Media Account should be free of any copyright issues and appropriate for a public institution. Questions regarding copyrighted content should be directed to M&PR.

7.3 ~~During a College or District emergency, such as a weather emergency, death, fire, or damage to campus caused by extreme weather, Administrators shall not create their own message about the emergency. Administrators may repost or share information from the District's main social media accounts (SCC, SFCC and CCSSpokane Colleges Facebook, CCSSpokane Colleges Twitter, CCSSpokane Colleges Instagram e.g.,). Administrators may also refer their audience to the College's main social media pages for further information.~~ During a College or District emergency, Account Administrators shall not create their own emergency messaging. Administrators may repost or share information from the District's main social media accounts, or refer their audience to those accounts for further information.

~~**7.4** To the greatest extent possible within social media platforms, Administrators should make every effort to have their content meet accessibility standards.~~

8.0 Correcting and Deleting Content Posted by the College

8.1 Despite best efforts, posts containing inaccurate or incorrect information may occur. Deciding whether to delete or correct a post depends upon the circumstances. Deleting a post is necessary when the content should never have been posted in the first place, such as those instances identified in Section 11.0. Correcting a post clarifies language while preserving the content of the original post.

9.0 Monitoring and Maintenance

9.1 ~~M&PR~~The Social Media Manager reserves the right to dissolve or suspend accounts if they are not ~~actively used within 90 days~~actively maintained or are not following ~~CCS~~Spokane Colleges policy and procedures. ~~Fifteen days' notice will be given to the department or program via email before action is taken. This will not apply during Summer Quarter or for accounts set up specifically for annual events.~~Notice and dormancy thresholds are outlined in the Guidelines. During the deletion process ~~M&PR~~the Social Media Manager shall take all necessary steps to adhere to any applicable records retention schedule and provide notice to any other account Administrator.

10.0 Accountability

10.1 All policies and procedures are subject to the same accountability standards for the disciplinary process outlined for each employee category (faculty, classified, exempt, student) and in accordance with applicable collective bargaining agreements.

11.0 Prohibited Conduct

11.1 No College Social Media Administrator shall:

11.1.1 Post proprietary or confidential information about the College, faculty, staff, administrators, students, and/or alumni

11.1.2 Post information pertaining to any potential or active litigation involving ~~CCS~~Spokane Colleges

11.1.3 Endorse or appear to endorse any commercial product not affiliated with a specific academic or athletic program (Cisco Networking, Toyota certifications, eg.), service entity, political party, candidate, or other private interest.

11.1.4 A student organization, that has been recognized by ~~CCS~~Spokane Colleges Student Government Association, and is granted funds via S&A fees may support or oppose political candidates, other political campaigns, or ballot measures. RCW 28B.15.610. Such political statements are not made on behalf of the College and do not necessarily represent the District's or College's views.

11.1.5 Post personally identifiable information of another

11.1.6 Use vulgar or abusive language, engage in personal attacks of any kind, or use offensive terms that target specific groups

11.1.7 Communicate with members of the press about the College in their official capacity without express authorization from the Chancellor, President or MP&R.

11.1.8 Block any user the Official Social Media Account was created to service

11.1.9 Utilize a filter intended to prohibit comments posts, messages, or other forms of communication containing certain words, phrases or verbiage.

11.1.10 Post any content that violates the platform's Terms of Service or Terms of Use

11.1.11 Use an Official Social Media Account for any unlawful activities or for activities that are malicious or have a harassing effect on other users or;

11.1.12 Except as provided by 12.3, remove any discussion that an Official Social Media Account was intended to facilitate

12.0 Moderating Social Media Comments and Posts

12.1 Through the creation of each Official Social Media Account, the College intends to create limited public forum for the benefit of the group identified by each Official Social Media Account.

12.2 Social Media allows for the submission of user-generated content. The College encourages discussion on Official Social Media Accounts that are responsive to College generated posts or transmissions. Users may comment, like, react, share, or retweet in response to a College initiated social media post.

12.3 ~~CCS~~Spokane Colleges is dedicated to providing a meaningful educational experience for our students and values equity, diversity, and inclusion within our community. Views that are expressed in Official Social Media Accounts do not necessarily represent the district or college's views, and we recognize that a thriving academic community is not possible without our students, fans, followers, and friends sharing their thoughts freely with one another on Official Social Media Accounts. ~~CCS~~Spokane Colleges reserves the right to monitor the conversations by removing comments and/or posts that are or contain:

- Defamatory or libelous content
- Content that constitutes discriminatory harassment toward a person on the basis of their protected class.
- Obscenity
- Sexual or violent content or links to sexual or violent content
- Conduct or encouragement of illegal activity
- Threats or personal attacks that are directed, suggested, or implied
- Comments or hyperlinks not meaningfully related to the particular topic presented
- Violation of the Terms of Use or Terms of Service for the social media platform
- Confidential or otherwise protected information
- In violation of any law
- Information that may compromise the safety or security of the public, public systems or campus community
- Repetitive posts of the same material that disrupt the normal operation of the forum
- Impersonation of someone else or identities that cannot be confirmed
- Commercial messages, including advertisements and solicitations and spam
- Support for or opposition to political campaigns or ballot measures unless the account is a student funded, student life account. See, RCW 28B.15.610

Posts, comments, replies, or any public commentary containing any of the above may be removed from the account as soon as practicable. Comments, posts, discussions, videos or any other form of communication will not be removed simply because they are negative or critical of the College or its employees. Inappropriate posts should be reported to ~~M&PR~~the Social Media Manager and the Account Administrator.

Individuals who engage with the College Official Social Media Accounts do so at their own risk and agree to take personal responsibility for their comments, the information communicated and/or interactions. Accordingly, the comments expressed by an individual on an Official Social Media Account do not reflect the views of the College or District. Multiple violations may result in ~~the M&PR Office~~the Social Media Manager making the decision to restrict a person's ability to interact with ~~CCS~~Spokane Colleges on social media or other online forums as noted in this ~~CCS~~Spokane Colleges social media violations protocol.

12.4 When ~~CCS~~Spokane Colleges determines a user comment is in violation of the terms of use, ~~CCS M&PR office~~the Social Media Manager will hide the relevant comment and take ~~the following steps:~~appropriate follow-up steps as outlined in the Guidelines.

~~1. After the first violation by a commenter, the commenter will be provided notice of the violation and reason why the comment was removed.~~

~~2. After the second violation by a commenter, the commenter will be provided notice of the violation and the commenter's account will be suspended from commenting on CCC's~~~~Spokane Colleges' social media platform for 30 days.~~

~~3. After the third violation by a commenter, the commenter will be provided notice of the violation and the commenter's account will be suspended from commenting on CCS's~~~~Spokane Colleges' social media platform for up to one year.~~

~~CCS~~Spokane Colleges reserves the right to immediately restrict individual's ability to comment in cases of egregious, illegal or dangerous violations such as threats or harassment.

13.0 Security

13.1 District Social Media Manager will coordinate with Information Services to determine and promote best practices to maintain Security of each account to prevent unauthorized access.

13.2 If an Account Administrator leaves their employment with ~~CCS~~Spokane Colleges, the Account Administrator must be immediately removed as an Account Administrator and the account password must be changed to restrict access to the account as part of the ~~CCS~~Spokane Colleges offboarding process.

13.3 When an Account Administrator is replaced, the account password must be changed to restrict access to the account.

14.0 ~~CCS~~Spokane Colleges Employee Personal Social Media Use

14.1 Use of ~~CCS~~Spokane Colleges Name on Personal Accounts:

14.1.1 **Personal Content:** When participating in social media in a private capacity through personal accounts (not as a contributor to Official Social Media Accounts), employees are cautioned that when they identify themselves as a ~~CCS~~Spokane Colleges employee or refer to college employment matters and business, readers and viewers may believe this represents the official position of ~~CCS~~Spokane Colleges. Please consider the impact that posts, words, and engagement have on an employee's professional credibility and on ~~CCS~~Spokane Colleges through affiliation. When an employee identifies oneself as a ~~CCS~~Spokane Colleges employee or reference is made to a college employment matter, it is recommended that the employee state that their post or statement or social media account is of a personal nature and does not necessarily represent the views of the college or district.

14.2 Employee Connections on Social Media:

14.2.1 If employees are connected to one another on personal social media accounts, it should be mutually understood that this connection is outside of ~~CCS~~Spokane Colleges business. It should be noted that in certain cases, this relationship may still require mandatory reporting for state ethical violations such as harm to self or others, or illegal activity.

14.2.2 Employees are encouraged to use additional caution and discretion in connecting through their personal social media accounts with current

~~CCS~~Spokane Colleges students. Ensure any contact is in accordance with ~~CCS~~Spokane Colleges Administrative Procedure 2.00.01-L Non-Fraternization and Consensual Relationships.

15.0 Other Considerations

15.1 Advertisements sold by the private social media platform companies that appear on any College Social Media Account are generally outside of the College's control. The appearance of non-College affiliated advertisements on College Social Media Accounts are neither a College endorsement nor a College promotion of the content contained in any such advertisement. When an individual clicks on an advertisement and leaves an Official Social Media Account page, the College is not responsible for transmission or content received from external websites.

15.2 Violations or perceived violations of this procedure should be reported to the Communications Director in the Marketing and Public Relations Department. ~~CCS~~Spokane Colleges may investigate and respond to all reports of violations related to this procedure and other applicable policies. Employees who violate any section of this procedure may have their status as an account Administrator revoked and/or be subject to disciplinary action under any applicable collective bargaining agreement and/or College policy. Students who violate this procedure may be subject to disciplinary action under the Student Conduct Code.

15.3 ~~CCS~~Spokane Colleges will not accept any legal notice via any Official Social Media Account.

16.0 Related Information

16.1 Washington State Ethics in Public Service Act.

16.2 Washington State Public Records

16.3 ~~CCS~~Spokane Colleges Administrative Procedure - 3.40.01-C Student Rights & Responsibilities

16.4 ~~CCS~~Spokane Colleges Board Policy - 2.30.01 Equal Employment, Non-discrimination & Anti-harassment

16.5 ~~CCS~~Spokane Colleges Board Policy - 7.10.01 Advertising

16.6 ~~CCS~~Spokane Colleges Administrative Procedure - 7.30.05-A Acceptable Use of Information Technology Resources

16.7 ~~CCS~~Spokane Colleges Administrative Procedure 2.00.01-L Non-Fraternization and Consensual Relationships

16.8 Northwest Athletic Conference Codebook - Administrative Rules and Regulations Chapter 15

Originated: January 2021; June 2026
Cabinet approval: June 2021

Spokane Colleges Administrative Procedure
8.00.01-C Social Media Governance

Implementing Board Policy 8.00.01
Contact: Chief Institutional Advancement Officer, 434-5109

1.0 Purpose

Spokane Colleges ("Spokane Colleges" or "the College") operates a wide variety of Official Social Media Accounts and recognizes the value of social media as an important and constantly changing tool. Spokane Colleges uses social media to enhance its communication and engagement with students, faculty, staff, alumni and others to support the Spokane Colleges mission, vision and strategic plan. Spokane Colleges' Official Social Media Accounts also offer a platform for speech by certain groups or for the discussion of certain topics and shall be administered in a manner that adheres to the principles of free speech.

This procedure establishes guidelines for official use of social media on behalf of Spokane Colleges and provides guidelines for use of official social media by Spokane Colleges faculty, staff, students, and volunteers.

This procedure only applies to Official Social Media Accounts that are created by and for college and district use for official purposes and is not intended to restrict, abridge, or otherwise abrogate academic freedom. This procedure does not apply to social media use within the instructional classroom environment when utilized within the curriculum. Spokane Colleges does not seek to regulate employees' personal uses of social media which do not involve college or district resources or affect college or district employment.

Compliance with this procedure protects the College's digital reputation and ensures compliance with all applicable state and federal laws.

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2.4 **Guidelines:** The Spokane Colleges Social Media Guidelines & Standards is an operational companion document maintained by Marketing and Public Relations, providing current procedures, training, intake forms, and platform-specific best practices for implementation of this procedure. The Guidelines may be updated administratively as platforms and best practices evolve.

2.5 **Harassment:** Prohibited form of discriminatory conduct that includes physical, verbal or other conduct that denigrates or shows hostility toward an individual or group because of their legally protected or perceived membership in a protected status and is sufficiently severe, pervasive and objectively offensive so as to substantially interfere with the terms and conditions of employment or substantially limiting the ability of a student to participate in or benefit from the College's educational and/or social programs.

2.6 **Official Spokane Colleges Business:** Activities performed by Spokane Colleges employee, or authorized volunteer or student as directed by his or her Department Head, in order to accomplish Spokane Colleges programs or department initiatives, or as required by the duties of his or her employment.

2.7 **Official Social Media Accounts**: Social Media Accounts that are sponsored by Spokane Colleges and officially represent Spokane Colleges, or a Spokane Colleges division, college, team, department, unit or program. All Official Social Media Accounts are owned by Spokane Colleges, and the College reserves the right to control the creation, administration, deletion, and/or maintenance of such accounts. This definition specifically excludes the Spokane Colleges website and College employee's Personal Accounts.

2.8 **Personal Account:** A website, blog, or similar digital media property owned and operated by any College faculty, staff, students, or any third party in their individual capacity, not for official College business.

2.9 **Posts or Comments:** All text, images, videos, audio, website hyperlinks and any other information published, posted and/or distributed through social media.

2.10 **Social Media:** External websites or services based on participant contributions to the content. Types of social media include but are not limited to blogs, micro blogs, social and professional networks, video or photo sharing, and social bookmarking.

2.11 **Supervisors:** Supervisors of academic and non-academic units, and others who have direct oversight responsibility for Account Administrators and Official Social Media Accounts within their area.

3.0 Legal and District Compliance

3.1 All uses of social media through Spokane Colleges computer systems, networks, and using employee time shall follow applicable laws, including the statutes and rules relating to Ethics in Public Service (RCW 42.52), privacy laws, intellectual property rights law, applicable social media site standards, and all other Spokane Colleges policies and procedures.

3.2 Do not use any personal identifiable information that is protected under FERPA. This includes identification numbers such as social security numbers or student ID, addresses, or phone numbers (other than authorized business addresses or phone numbers). Student record information shall not be transmitted via social media as noted in Spokane Colleges Administrative Procedure 3.40.01-B.

3.3 Official Social Media Account branding must conform to Spokane Colleges brand standards. Current logo files, color palettes, and visual guidance are provided in the Guidelines.

3.4 Spokane Colleges Official Social Media Accounts shall not be used to conduct online business transactions and will not ask for personal information or credit cards in social media accounts.

3.5 No Official Social Media Accounts shall engage in paid advertising without prior approval from and coordination with Spokane Colleges Marketing and Public Relations Department. All paid advertising at Spokane Colleges is coordinated and administered by the Spokane Colleges Marketing and Public Relations Department as noted in Spokane Colleges Policy 7.10.01 Advertising.

3.6 Spokane Colleges requires the permission of individuals (in the form of a photo/media release form) whose readily identifiable images will be used to promote the college online and in print publications. This form is available from M&PR and copies of all completed forms shall be provided to M&PR, which will maintain a repository of them. These forms must be completed and signed before posting images.

3.6.1 **Public events and activities:** Because there is no expectation of privacy, the college does not need to obtain photo/media releases from those participating in and/or attending Spokane Colleges events and activities that are open to the public.

3.7 Use of copyright, trademark, or proprietary information is prohibited.

3.8 **Accessibility:** All content published to Official Social Media Accounts must meet applicable accessibility standards, including Section 508 of the Rehabilitation Act, the Americans with Disabilities Act, and Washington State Policy 188. Implementation guidance, including alt text, closed captioning, and color contrast requirements, is provided in the Spokane Colleges Social Media Guidelines & Standards.

4.0 Use of Social Media during College Time and Using College Property

4.1 Employee uses of college computers, networks, and time while at work are reserved for college-related business, as approved by supervisors. Social networking unrelated to college business must be done on personal time using personal computers or devices. Occasional use of college resources may be permissible if the use is brief, infrequent, and otherwise complies with the Washington State Ethics in Public Service Act and all other Spokane Colleges policies and procedures.

5.0 Social Media as Public Record

5.1 As a public institution, content published by Spokane Colleges and its employees on Official Social Media Accounts is a public record and is subject to Washington State Public Records law and requests (RCW 42.56). The Public Record Act applies to all college Official Social Media Account(s) regardless of the form of the record (photos, posts, private messages, and deleted messages or posts).

5.2 All Spokane Colleges Official Social Media Accounts must be archived using a paid third-party social media archiving platform. Archived materials must be maintained according to Spokane Colleges' records retention schedule. Account Administrators must coordinate with the Social Media Manager to connect new accounts to the current archiving service.

6.0 Creating and Managing an Official Social Media Account on Behalf of the College

Account Administrators are the only individuals authorized to create and/or manage Official Social Media Accounts.

6.1 To create a Spokane Colleges Official Social Media Account and connect it to the social archiving software, approval must be obtained prior to opening the account through the intake process outlined in the Spokane Colleges Social Media Guidelines & Standards.

6.2 Account Administrators may operate and maintain an Official Social Media Account that is associated with Spokane Colleges only once they receive authorization for such use from the Social Media Manager. Training requirements are outlined in the Guidelines.

Spokane Colleges employees, student-employees, or volunteers, who are not authorized to operate and maintain an Official Social Media Account, may only act as content editors and must complete social media training. Every account must have at least two Account Administrator who is a professional staff member (non-student employee) at all times.

6.3 Account Administrators must maintain the validity and security of Official Social Media Accounts by regularly monitoring the account to ensure appropriate and authorized usage.

6.4 Social media demands a level of responsiveness; thus, Administrators are expected to monitor the College Official Social Media Account for which they are responsible and respond as necessary during regular College workdays to ensure compliance with this procedure.

6.5 The Social Media Manager will maintain a digital database that will include name and platform authorized account administrators for all Official Social Media Accounts and must be made aware of any administrator changes.

7.0 Creating and Posting Content

7.1 The only individuals permitted to comment, post, message or otherwise transmit content on the College’s behalf via an Official Social Media Account are Account Administrators, or their designees, who have been authorized by the Social Media Manager.

7.2 All content published to Official Social Media Accounts is owned by Spokane Colleges. Anything published to an Official Social Media Account should be free of any copyright issues and appropriate for a public institution. Questions regarding copyrighted content should be directed at M&PR.

7.3 During a College or District emergency, Account Administrators shall not create their own emergency messaging. Administrators may repost or share information from the district’s main social media accounts or refer their audience to those accounts for further information.

8.0 Correcting and Deleting Content Posted by the College

8.1 Despite best efforts, posts containing inaccurate or incorrect information may occur. Deciding whether to delete or correct a post depends upon the circumstances. Deleting a post is necessary when the content should never have been posted in the first place, such as those instances identified in Section 11.0. Correcting a post clarifies language while preserving the content of the original post.

9.0 Monitoring and Maintenance

9.1 The Social Media Manager reserves the right to dissolve or suspend accounts if they are not actively maintained or are not following Spokane Colleges policy and procedures. Notice and dormancy thresholds are outlined in the Guidelines. During the deletion process the Social Media Manager shall take all necessary steps to adhere to any applicable records retention schedule and provide notice to any other account Administrator.

10.0 Accountability

10.1 All policies and procedures are subject to the same accountability standards for the disciplinary process outlined for each employee category (faculty, classified, exempt, student) and in accordance with applicable collective bargaining agreements.

11.0 Prohibited Conduct

11.1 No College Social Media Administrator shall:

11.1.1 Post proprietary or confidential information about the College, faculty, staff, administrators, students, and/or alumni

11.1.2 Post information pertaining to any potential or active litigation involving Spokane Colleges

11.1.3 Endorse or appear to endorse any commercial product not affiliated with a specific academic or athletic program (Cisco Networking, Toyota certifications, e.g.), service entity, political party, candidate, or other private interest.

11.1.4 A student organization, that has been recognized by Spokane Colleges Student Government Association and is granted funds via S&A fees may support or oppose political candidates, other political campaigns, or ballot measures. RCW 28B.15.610. Such political statements are not made on behalf of the College and do not necessarily represent the District's or College's views.

11.1.5 Post personally identifiable information of another

11.1.6 Use vulgar or abusive language, engage in personal attacks of any kind, or use offensive terms that target specific groups

11.1.7 Communicate with members of the press about the College in their official capacity without express authorization from the Chancellor, President or MP&R.

11.1.8 Block any user the Official Social Media Account was created to service

11.1.9 Utilize a filter intended to prohibit comments, posts, messages, or other forms of communication containing certain words, phrases or verbiage.

11.1.10 Post any content that violates the platform's Terms of Service or Terms of Use

11.1.11 Use an Official Social Media Account for any unlawful activities or for activities that are malicious or have a harassing effect on other users or;

11.1.12 Except as provided by 12.3, remove any discussion that an Official Social Media Account was intended to facilitate

12.0 Moderating Social Media Comments and Posts

12.1 Through the creation of each Official Social Media Account, the College intends to create limited public forum for the benefit of the group identified by each Official Social Media Account.

12.2 Social Media allows for the submission of user-generated content. The College encourages discussion on Official Social Media Accounts that are responsive to college generated posts or transmissions. Users may comment, like, react, share, or retweet in response to a college initiated social media post.

12.3 Spokane Colleges is dedicated to providing a meaningful educational experience for our students and values equity, diversity, and inclusion within our community. Views that are expressed in Official Social Media Accounts do not necessarily represent the district or college's views, and we recognize that a thriving academic community is not possible without our students, fans, followers, and friends sharing their thoughts freely with one another on Official Social Media Accounts. Spokane Colleges reserves the right to monitor the conversations by removing comments and/or posts that are or contain:

- Defamatory or libelous content
- Content that constitutes discriminatory harassment toward a person based on their protected class.
- Obscenity
- Sexual or violent content or links to sexual or violent content
- Conduct or encouragement of illegal activity
- Threats or personal attacks that are directed, suggested, or implied
- Comments or hyperlinks not meaningfully related to the topic presented
- Violation of the Terms of Use or Terms of Service for the social media platform
- Confidential or otherwise protected information
- In violation of any law
- Information that may compromise the safety or security of the public, public systems or campus community

- Repetitive posts of the same material that disrupt the normal operation of the forum
- Impersonation of someone else or identities that cannot be confirmed
- Commercial messages, including advertisements and solicitations and spam
- Support for or opposition to political campaigns or ballot measures unless the account is a student funded, student life account. See, RCW 28B.15.610.

Posts, comments, replies, or any public commentary containing any of the above may be removed from the account as soon as practicable. Comments, posts, discussions, videos or any other form of communication will not be removed simply because they are negative or critical of the College or its employees. Inappropriate posts should be reported to the Social Media Manager and the Account Administrator.

Individuals who engage with the College Official Social Media Accounts do so at their own risk and agree to take personal responsibility for their comments, the information communicated and/or interactions. Accordingly, the comments expressed by an individual on an Official Social Media Account do not reflect the views of the College or District. Multiple violations may result in the Social Media Manager making the decision to restrict a person's ability to interact with Spokane Colleges on social media or other online forums as noted in this Spokane Colleges social media violations protocol.

12.4 When Spokane Colleges determines a user comment is in violation of the terms of use, the Social Media Manager will hide the relevant comment and take appropriate follow-up steps as outlined in the Guidelines.

Spokane Colleges reserves the right to immediately restrict individual's ability to comment in cases of egregious, illegal or dangerous violations such as threats or harassment.

13.0 Security

13.1 District Social Media Manager will coordinate with Information Services to determine and promote best practices to maintain Security of each account to prevent unauthorized access.

13.2 If an Account Administrator leaves their employment with Spokane Colleges, the Account Administrator must be immediately removed as an Account Administrator, and the account password must be changed to restrict access to the account as part of the Spokane Colleges offboarding process.

13.3 When an Account Administrator is replaced, the account password must be changed to restrict access to the account.

14.0 Spokane Colleges Employee Personal Social Media Use

14.1 **Use of Spokane Colleges Name on Personal Accounts:**

14.1.1 **Personal Content:** When participating in social media in a private capacity through personal accounts (not as a contributor to Official Social Media Accounts), employees are cautioned that when they identify themselves as a Spokane Colleges employee or refer to college employment matters and business, readers and viewers may believe this represents the official position of Spokane Colleges. Please consider the impact that posts, words, and engagement have on an employee's professional credibility and on Spokane Colleges through affiliation. When an employee identifies oneself as a Spokane Colleges employee or reference is made to a college employment matter, it is recommended that the employee state that their post or statement or social media account is of a personal nature and does not necessarily represent the views of the college or district.

14.2 **Employee Connections on Social Media:**

14.2.1 If employees are connected to one another on personal social media accounts, it should be mutually understood that this connection is outside of Spokane Colleges business. It should be noted that in certain cases, this relationship may still require mandatory reporting for state ethical violations such as harm to self or others, or illegal activity.

14.2.2 Employees are encouraged to use additional caution and discretion in connecting through their personal social media accounts with current Spokane Colleges students. Ensure any contact is in accordance with Spokane Colleges Administrative Procedure 2.00.01-L Non-Fraternization and Consensual Relationships.

15.0 Other Considerations

15.1 Advertisements sold by the private social media platform companies that appear on any College Social Media Account are generally outside of the College's control. The appearance of non-College affiliated advertisements on College Social Media Accounts are neither a college endorsement nor a college promotion of the content contained in any such advertisement. When an individual clicks on an advertisement and leaves an Official Social Media Account page, the College is not responsible for transmission or content received from external websites.

15.2 Violations or perceived violations of this procedure should be reported to the Communications Director in the Marketing and Public Relations Department. Spokane Colleges may investigate and respond to all reports of violations related to this procedure and other applicable policies. Employees who violate any section of this procedure may have their status as an account Administrator revoked and/or be subject to disciplinary action under any applicable collective bargaining agreement and/or College policy. Students who violate this procedure may be subject to disciplinary action under the Student Conduct Code.

15.3 Spokane Colleges will not accept any legal notice via any Official Social Media Account.

16.0 Related Information

16.1 Washington State Ethics in Public Service Act.

16.2 Washington State Public Records

16.3 Administrative Procedure - 3.40.01-C Student Rights & Responsibilities

16.4 Board Policy - 2.30.01 Equal Employment, Non-discrimination & Anti-harassment

16.5 Board Policy - 7.10.01 Advertising

16.6 Administrative Procedure - 7.30.05-A Acceptable Use of Information Technology Resources

16.7 Administrative Procedure 2.00.01-L Non-Fraternization and Consensual Relationships

16.8 Northwest Athletic Conference Codebook - Administrative Rules and Regulations Chapter 15

Originated: January 2021; Revised: June 2026
Cabinet approval: June 2021; June 2026

TAB 1-E

CONSENT AGENDA ITEMS: STRATEGIC PLAN 6/16 REPORT

Submitted by: Dr. Kevin Brockbank
Chancellor, Spokane Collegss
July 28, 2026

Strategic Plan 2026-2031:
Creating a College Where Students Belong and Thrive

Board of Trustees

Created June 16, 2026

Strategic Pillars Recap

Pillar 1: Student Basic Needs- The Strong Foundation

Pillar 2: Support Anchors- The Cornerstones

Pillar 3: Academic Design- The Framework

Pillar 4: Community Connection- Opening the Door to the Future

Pillar 5: Strong Internal Structures- The Infrastructure and People

Mission Statement Community Vote

Mission Statement Options

Option 1: Spokane Colleges provides all students with an excellent education that transforms their lives and expands their opportunities. *(This is the current plan in use developed during the 2021-2025 strategic plan)*

Option 2: Spokane Colleges enables all learners to stride confidently into their next chapter. *(This is the draft we have been using for the current 2026-2031 strategic plan that was developed during the branding project)*

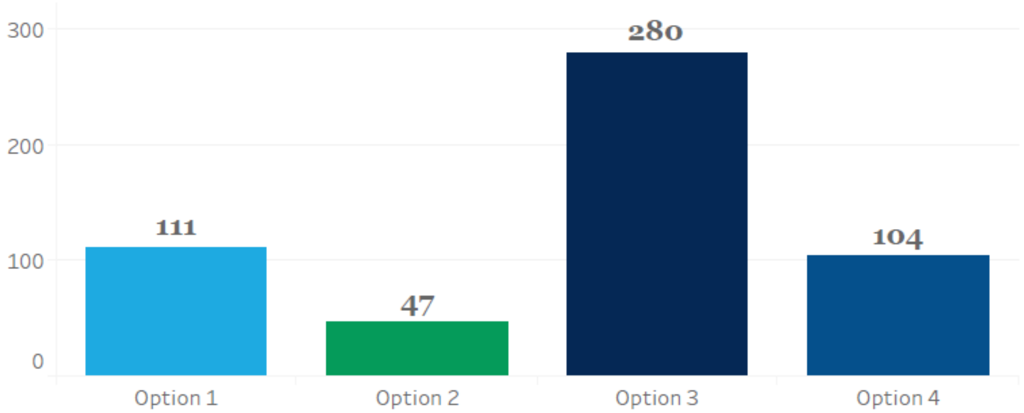
Option 3: **Spokane Colleges prepares students to pursue their goals, strengthen their futures, and contribute to thriving communities.** *(Alternative option based on feedback throughout the current planning process)*

Option 4: Spokane Colleges equips students to discover, pursue, and achieve their goals. *(Alternative option based on feedback throughout the current planning process)*

Summary of Community Votes

Spokane Colleges prepares students to pursue their goals, strengthen their futures, and contribute to thriving communities.

Count of Votes by Option



Total Responses

548

Ranking

Option 3	51%
Option 1	20%
Option 4	19%
Option 2	9%

Most popular option: #3

Spokane Colleges prepares students to pursue their goals, strengthen their futures, and contribute to thriving communities.

Board Request

As you review this request, please consider the following:

- Approval/acceptance of the strategic plan pillars and priorities.
- Approval/consideration of the updated Mission Statement options.

TAB 2

PROPOSED EXEMPT SALARY SCHEDULE

Submitted by: Melody Matthews
Director of HR Information Systems
July 28, 2026

Action **TAB 2**

Board Policy 2.20.01 provides "*Community Colleges of Spokane is committed to recruiting and retaining globally competent, highly qualified faculty and staff at all levels of the organization. Externally competitive and internally consistent reward systems, including salary and benefit structures and non-fiscal reward programs, shall be developed and maintained by administration. Salary schedules shall be approved by the Board of Trustees. (emphasis added) Compensation administration shall be objective and non-discriminatory in theory, application and practice.*"

The state 2026 / 27 budget provides a 2% general salary increase for non-represented employees effective July 1, 2026. Administrative Procedure 2.20.01–A, Professional/Exempt and Administrative Compensation Management, implements Board Policy 2.20.01 for exempt and administrator staff. Section 3.2 of that procedure provides:

"Implementation of general salary increases affecting the salary schedule will take effect on September 1st."

Consistent with Spokane Colleges' implementing procedure, attached is a recommended salary schedule for Professional, Confidential and Administrator-Exempt and Executive Employees to be effective September 1, 2026. While executive staff are not covered by procedure 2.20.01-A, CCS has traditionally followed the same process and timelines. This remains our recommendation for this year.

Salary schedules for classified staff are delegated to the state collective bargaining process and were implemented July 1, 2026, by legislative action. Faculty schedules were negotiated and approved in current Master Contract.

Recommendation

Approve the attached 2026 / 27 exempt, administrator and executive salary schedules to be effective September 1, 2026, and direct the Chancellor to take steps necessary to implement the action.

Professional/ Confidential Exempt Salary Schedule
Annual Salary Equivalent
Tentative September 1, 2026

CCS Levels		Step One	Tentative 2% - 9/2026	Step Two	Tentative 2% - 9/2026	Step Three	Tentative 2% - 9/2026	Step Four	Tentative 2% - 9/2026
PE	V	$ 61,409	62,637	$ 64,078	65,360	$ 66,762	68,097	$ 69,418	70,806
PE	IV	$ 67,462	68,811	$ 70,394	71,802	$ 74,069	75,550	$ 76,262	77,787
PE	III	$ 73,516	74,986	$ 76,712	78,246	$ 79,906	81,504	$ 83,103	84,765
PE	II	$ 79,566	81,157	$ 83,027	84,688	$ 87,360	89,107	$ 89,945	91,744
PE	I	$ 85,622	87,334	$ 89,342	91,129	$ 94,006	95,886	$ 96,788	98,724
CE	S4	$ 59,771	60,966	$ 62,302	63,548	$ 64,831	66,128	$ 67,454	68,803
CE	S3	$ 65,016	66,316	$ 68,196	69,560	$ 70,638	72,051	$ 73,880	75,358
CE	S2	$ 71,712	73,146	$ 74,827	76,324	$ 77,946	79,505	$ 80,255	81,860
CE	S1	$ 78,067	79,628	$ 80,646	82,259	$ 84,853	86,550	$ 88,248	90,013

* *Highlighted range / step indicates overtime eligible positions effective January 1, 2026*
Employees who are overtime eligible are NOT eligible for stipends.

Administrator Salary Schedule
Annual Salary Equivalent
Tentative September 1, 2026

AD	5	$ 94,462	96,351	$ 98,241	100,206	$ 102,499	104,549	$ 106,600	108,732
AD	4	$ 100,707	102,721	$ 104,736	106,831	$ 109,275	111,461	$ 113,645	115,918
AD	3	$ 107,364	109,511	$ 111,658	113,891	$ 116,498	118,828	$ 121,156	123,579
AD	2	$ 114,461	116,750	$ 119,039	121,420	$ 124,195	126,679	$ 129,164	131,747
AD	1	$ 122,014	124,454	$ 126,894	129,432	$ 131,970	134,609	$ 137,249	139,994

Executive Schedule
Annual Salary Equivalent
Effective September 1, 2026

CCS Levels	Representative Job Title	Annual Salary	Tentative 2% - 9/2026
Ex 1	Chancellor	$ 340,930	347,749
Ex 2	College President	$ 259,921	265,119
Ex 3	Chief Financial Officer	$ 207,296	211,442
Ex 4	CSSO, CITO, CGSO, CHRO, CIAEAO, VP Instruction/Learning	$ 185,472	189,181
Ex 5	VP Student Affairs	$ 168,361	171,728
Ex 6	VP Workforce	$ 149,861	152,858

ITEM 7

BOARD OPTIMIZATION DISCUSSION

Presented by: Dr. Kevin Brockbank
Chancellor, Spokane Colleges
July 28, 2026

SPOKANE COLLEGES SCC | SFCC

Board Meeting Optimization Exercise
Trustee Worksheet

Purpose

Your feedback is important as we evaluate how Board meetings are structured and identify opportunities to improve meeting effectiveness. The goal is to ensure our meetings are strategic, efficient, informative, and make the best use of Trustee time. Please provide your candid feedback. Responses will be used to identify themes and opportunities for continuous improvement.

1. Meeting Effectiveness

What makes a Board meeting feel like time is well spent?

____

____

What is one thing our Board meetings currently do well?

____

____

What is one aspect of our meetings that feels inefficient or could be improved?

____

____

If you could change one thing about our meetings, what would it be?

____

____

2. Board Priorities

Please rank the following topics in order of importance for Board meeting discussion.

Priority	Topic
______	Student Success
______	Academic Quality
______	Enrollment
______	Budget & Financial Stewardship
______	Workforce Development
______	Legislative & Policy Updates
______	Community Partnerships
______	Employee Perspectives

Priority	Topic
______	Strategic Plan Progress
______	Emerging Risks
______	Equity & Student Achievement
______	Facilities & Capital Projects

---

3. Need to Know vs. Nice to Know

Information that should always be presented during Board meetings:

Information that could be provided in advance as part of the Board packet:

Recurring items that could move to written reports:

---

4. Reports

Which reports provide the greatest value?

☐ Chancellor
☐ SCC President
☐ SFCC President
☐ Faculty Representative
☐ Classified Staff Representative
☐ Student Representative
☐ Other: ______________________________

Where do you see unnecessary duplication?

Preferred report format:

☐ Written summary
☐ Dashboard
☐ Brief verbal update
☐ Combination of written and verbal

---

5. Meeting Design
Ideal meeting length:
☐ 2 hours
☐ 2.5 hours
☐ 3 hours
☐ Other _____________

The right balance between meeting time should be:
☐ Mostly strategic discussion
☐ Equal strategic discussion and informational updates
☐ Mostly informational updates
Comments:

6. Professionalism & Meeting Protocols
What expectations should guide Board meeting professionalism, decorum, and participation?

7. Future State Vision
Complete the statement:
One year from now, our Board meetings will be most effective if…

8. Top Three Recommendations
Please identify the three improvements you believe would have the greatest impact.

1.

2.

3.

Potential Improvements to Consider

☐ Standard time limits for reports
☐ Written reports distributed before meetings
☐ Consistent report template
☐ More time for strategic discussion
☐ Less duplication among reports
☐ Agenda organized by strategic priority
☐ Board performance dashboard
☐ Annual Board meeting effectiveness review
☐ Other:

ITEM 8

BOARD FISCAL SUSTAINABILITY DISCUSSION

Presented by: Dr. Kevin Brockbank, Chancellor, Spokane Colleges
Dr. Linda McDermott, Chief Financial Officer, Spokane Colleges
July 28, 2026

DISCUSSION: Long-Term Fiscal Sustainability
Building a Framework for the Future

Purpose

The Board requested a multi-year financial planning framework to help ensure Spokane Colleges remain financially resilient while advancing the recently completed Strategic Plan. Now is the appropriate time to engage in this discussion of where Spokane Colleges is going, particularly at a time when higher education is experiencing fluctuating enrollment patterns, uncertainty in state funding, rising compensation and benefit costs, increasing technology and facility needs, and evolving workforce expectations. This work session discussion is intended to begin identifying the Board's priorities, information needs, and clarity regarding the Board's priorities, information needs, and expectations for long-term fiscal sustainability. Today's discussion is about establishing a framework – not making budget decisions.

This discussion focuses on how we will ensure financial capacity to achieve those goals over the long-term. Financial sustainability is not simply about balancing next year's budget. It is about ensuring Spokane Colleges has the financial capacity to fulfill its mission over the next decade. This discussion is an opportunity to begin defining what long-term fiscal sustainability should mean for Spokane Colleges and what role the Board wishes to play in shaping that future.

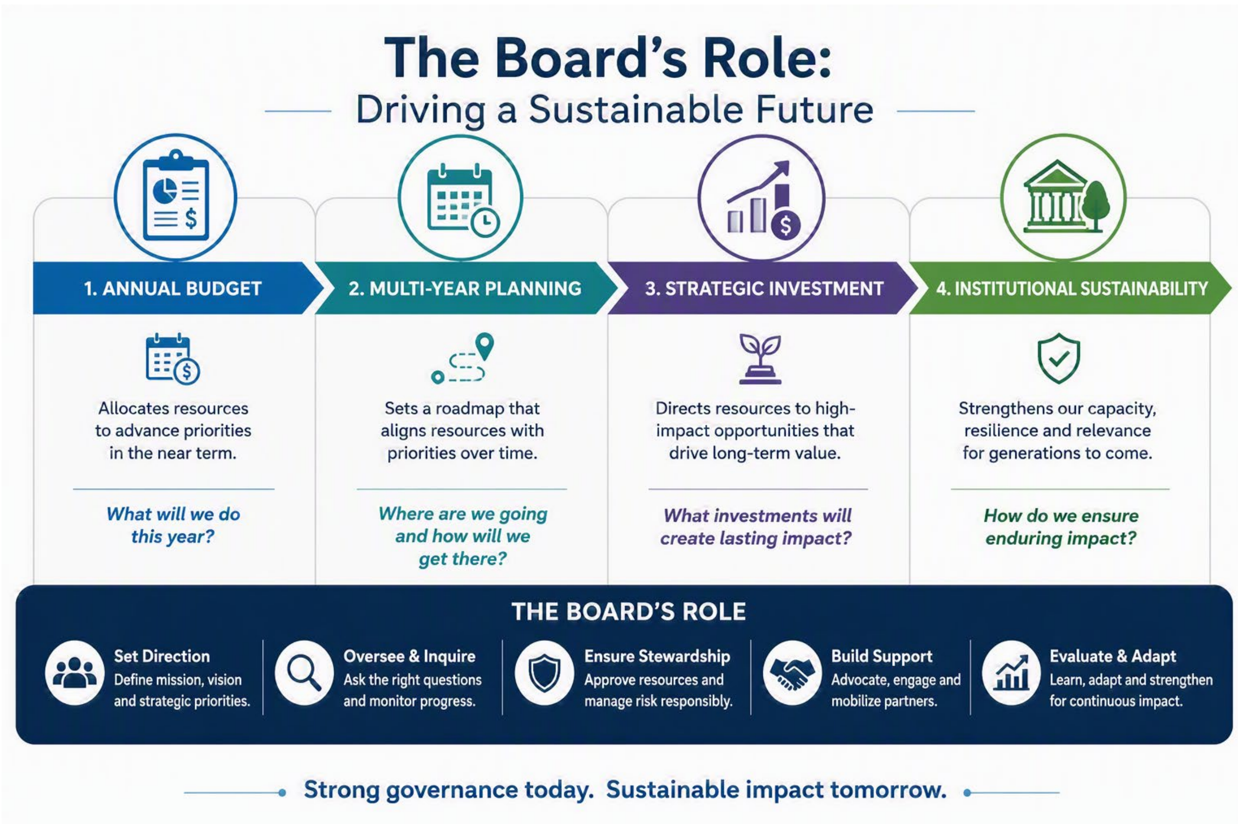
Fiscal sustainability means:

- ✓ Financial resilience
- ✓ Strategic investment
- ✓ Mission alignment
- ✓ Responsible stewardship
- ✓ Ability to adapt

The foundational question is "How do we ensure Spokane Colleges remain financially resilient while continuing to serve students effectively?"

The Board's Role

Governance and oversight for a sustainable future include setting the annual budget, multi-year planning, investing strategically, and strengthening capacity. The graphic below illustrates how strong governance contributes to sustainable impact for the future. The concept can also be thought of as a circular flowchart showing a continuous cycle of planning, investing, and sustaining through adoption of the annual budget → multi-year planning → strategic investment → institutional sustainability → and back to the annual budget, with the Board's role at the center of the governing and guiding force throughout the process.



At the conclusion of the discussion today, we hope to develop a better understanding of what the board monitors; what success looks like; and which risks deserve the greatest attention?

Strategic Focus Areas for Financial Sustainability

The recent development of the Strategic Plan for Spokane Colleges includes five pillars to fulfill the mission, vision, and values. The fiscal sustainability framework can be used as an implementation framework and strategy to support the Strategic Plan. The relationship between the Strategic Plan and the proposed Fiscal Sustainability Framework are illustrated below:

Strategic Plan	Fiscal Sustainability Framework
Defines **where** Spokane Colleges is going	Defines **how** we sustain the resources to get there
Student outcomes	Financial capacity
Strategic priorities	Resource alignment
Mission	Stewardship

Strategic Plan Pillars establish the direction for Spokane Colleges.
Pillar 1: Student Basic Needs – The Strong Foundation. A welcoming and stable environment begins with ensuring students can focus on learning, not survival. By reducing the cost of attendance and removing barriers (such as food insecurity, housing challenges, childcare needs, and transportation obstacles) we create the conditions for every student to feel secure, supported, and at home on campus.

Pillar 2: Support Anchors – The Cornerstones. Cornerstones provide stability, guidance, and belonging. Personalized support services (advising, tutoring, counseling, and wellness resources) anchor student success while recognizing the unique needs of each individual. By meeting students where they are and building trusting relationships, we create a sense of belonging that strengthens persistence, confidence, and achievement.

Pillar 3: Academic Design – The Framework. Clear academic pathways give students structure, direction, and purpose. By offering the right programs at the right time and aligning them with career and personal goals, we help students navigate their journey efficiently. In doing so, we provide not just a roadmap to completion, but a sense of community and shared progress, reinforcing that students are part of a larger supportive home.

Pillar 4: Community Connections – Opening Doors to the Future. Our students thrive when they are connected to employers, organizations, alumni, and peers. These relationships act as doors to opportunity, providing career pathways, mentorship, and support networks. At the same time, our college contributes back to the community, cultivating a sense of shared purpose, pride, and belonging that extends beyond campus walls.

Pillar 5: Strong Internal Structures - Infrastructure and People. A college that feels like home depends on strong internal systems and a committed, caring workforce. Technology, facilities, safety measures, and support resources must all work together to foster a welcoming, collaborative, and innovative environment. By removing redundancies, improving processes, and empowering staff, we ensure the college remains resilient, student-centered, and a place where everyone students, faculty, and staff can feel they belong.

Fiscal Sustainability Framework. To support the "how" for Strategic Plan implementation, strategic focus areas are suggested for the Fiscal Sustainability Framework. The Strategic Plan answers: "What are we trying to accomplish", while the Fiscal Sustainability Framework answers, "How do we ensure we have the financial capacity to accomplish it?" The focus areas become the primary drivers of long-term sustainability, and include:

1. Operational Excellence
    a. Are we organized efficiently?
    b. Where does duplication exist?
    c. How should organizational design support students?

2. Enrollment & Student Success
    a. Which students represent our greatest opportunities?
    b. What enrollment strategies are most sustainable?
    c. How do we balance access with financial health?

3. Revenue Diversification
    a. Are we overly dependent on any one funding source?
    b. Where should future revenue growth come from?

4. Resource Stewardship
    a. What principles should guide the Board when evaluating future investments and resource allocation?
    b. How should we think about facilities, staffing, and technology over time?

5. Workforce Sustainability
    a. What workforce investments are essential?
    b. How do compensation, succession planning, and employee development affect long-term sustainability?

The Board's responsibility is not only to oversee today's financial position, but also to help ensure future Boards inherit a financially resilient institution capable of fulfilling its mission. The following discussion questions are intended to support and frame this work.

Question #1: Which strategic focus area offers the greatest opportunity to strengthen Spokane Colleges over the next five years? Which area presents the greatest long-term risk?

Question #2: What opportunities and risks do you believe will have the greatest influence on Spokane Colleges long-term financial outlook? For example, enrollment, state funding, compensation, facilities, technology, work force?

Question #3: What should we measure? For example, what information does the Board need to evaluate fiscal sustainability?

Question #4: What information would help you make better long-term decisions? For example, multi-year budget forecasts, enrollment scenarios, financial health indicators, reserve policies, revenue opportunities, cost drivers (assumptions), capital investment planning, etc.

Next Steps
The roadmap for where we are going begins with today's Board discussion, followed by identification of Board priorities, finalization of the Financial Sustainability Framework, preparation of multi-year financial scenarios, performance measures, and preparation of a multi-year fiscal sustainability plan. Future discussions will be organized around the priorities identified by the Board during today's conversation.

The enclosed handout is provided for Board feedback. Staff will review the information and develop tools to respond to the Board's feedback and questions.

Attachment: Trustee Worksheet

Facilitated by: Kevin Brockbank, Chancellor
Linda McDermott, Chief Financial Officer
July 28, 2026

Board of Trustees – Fiscal Sustainability Worksheet

July 28, 2026

Strategic Focus Area	Biggest Opportunity	Biggest Concern
1. Operational Excellence		
2. Enrollment & Student Success		
3. Revenue Growth		
4. Resource Stewardship		
5. Workforce Sustainability		

What additional information would help you govern more effectively?

What should be our highest long-term fiscal priority?

ITEM 9

CHANCELLOR'S REPORT

Presented by: Dr. Kevin Brockbank
Chancellor, Spokane Colleges
July 28, 2026