

# WESTAF

## Board of Trustees Meeting



Photo by [Ruben Gutierrez](#) on [Unsplash](#)

## Los Angeles, California February 26 - 27, 2018

*WESTAF Board of Trustees Meeting  
Los Angeles, California  
February 26 - 27, 2018*

[Back to Table of Contents](#)

# Table of Contents

- [Board of Trustees Agenda](#)
- [Minutes of the Board of Trustees, Portland, Oregon October 25 - 26, 2017](#)
- [Kelly Stowell Information](#)
- [FY18 Financial Update](#)
- [FY18 Cash Summary](#)
- [Earned Income Summary](#)
- [Earned Income Summary Notes](#)
- [FY17 Audit Memo](#)
- [FY17 Audit](#)
- [2017 Management Letter](#)
- [Top Two Search Firms](#)
- [Multicultural Advisory Committee Overview](#)
- [Multicultural Advisory Committee Recommendations](#)
- [ZAPP Manager and Oversight Committee Bios](#)
- [Board of Trustees Contact List](#)
- [Board of Trustees Biographies](#)
- [WESTAF Staff List](#)
- [Future WESTAF Meetings](#)
- [Travel Reimbursement Policy](#)
- [Travel Reimbursement Form](#)

# Meeting of the WESTAF Board of Trustees

Los Angeles, California

February 26 - 27, 2018

## **Monday, February 26**

*Location: Blonde Room, Hotel Standard, Downtown Los Angeles*

- 4:00 p.m. Meeting of the Board Development Committee
- 5:00 p.m. Meeting of the Executive Committee
- 6:15 p.m. Meet in the hotel lobby to travel to dinner location - 5 minute walk
- 6:30 p.m. Cocktails
- 7:00 p.m. Working Dinner  
*Location: The District, 700 W. 7th St., Los Angeles, California 90017*
- Call to Order
  - Approval of the Minutes of the Previous Meeting
  - Report of the Chair
  - Report of the Executive Director
  - Report of the Board Development Committee
  - Finance Update
    - Budget Update
    - Earned Income Report
  - Presentation of the FY17 Audit
- 9:00 p.m. Adjourn

## **Tuesday, February 27**

*Location: Blonde Room, Hotel Standard, Downtown Los Angeles*

- 8:30 a.m. Full Breakfast Served in Meeting Room  
*Location: Blonde Room*
- 8:45 a.m. Review and Approval of the New WESTAF Strategic Plan--Erin Graham
- Overview of the vision and strategies
  - Board review and discussion
  - Approval or the trustees request alternative action(s)
- 10:15 a.m. Break

- 10:30 a.m. Search Committee Report — Tamara Alvarado
- Report on the process to date
  - Summary of the Search Committee deliberations
  - The Committee’s recommendation of the search firm
  - Board discussion
  - Approval or the trustees request alternative action(s)
- 11:30 a.m. Executive Director Position Description — Tamara Alvarado and Erin Graham
- Report on process for developing the description
  - Overview of the Deputy Director description
  - Board discussion
  - Approval or the trustees request alternative action(s)
- 12:30 noon Lunch
- 1:00 p.m. Presentation of the Recommendations of the WESTAF Multicultural Committee
- 1:30 p.m. Review of the ZAPApplication® project
- Project history
  - Project partners
  - Core financial dynamics of the project
  - Core personnel of the project
  - ZAPP Onsite and Jury Buddy
  - Major issues in the art fair field
  - ZAPPNext™
  - ZAPP® and Concessions
  - The Artist Desktop
  - ZAPP Sales Site
- 2:20 p.m. Other Business
- 2:30 p.m. Adjourn

# Minutes of the Board of Trustees

Portland, Oregon  
October 25 - 26, 2017

## **Trustees Present**

Erin Graham, Chair; Tamara Alvarado, Vice Chair; Roy Agloinga, Secretary; Cyndy Andrus, Treasurer; Joaquin Herranz, Jr.; Wendy Bredehoft; Teniqua Broughton; Michael Lange; Loie Fecteau; Nikiko Masumoto; Michael Faison; Jonathan Johnson; Karen Hanan; Natalie Camacho Mendoza

## **Trustees Absent**

Dana Bennett; Tony Garcia; Steven J. Tepper

## **Guests Present**

Tatiana Gant, Executive Director, Montana Arts Council

## **Staff Present**

Anthony Radich, Executive Director; Amy Hollrah, Finance Director; Natalie Villa, Project Associate

## **Call to Order**

Graham called the meeting to order at 9:02 a.m.

## **Approval of the Minutes**

Graham called for a motion to approve the minutes of the previous meeting. Lange so moved. Faison seconded. The minutes were approved.

## **Trustee Elections**

Graham turned to Board Development Committee Chair Fecteau. Fecteau presented the names of the trustees who were up for re-election to the board. She stated that the Board Development Committee recommended the following trustees for re-election:

- |                        |                                |
|------------------------|--------------------------------|
| • Roy Agloinga         | Re-elect for a three-year term |
| • Tamara Alvarado      | Re-elect for a three-year term |
| • Cyndy Andrus         | Re-elect for a three-year term |
| • Erin Graham          | Re-elect for a one-year term   |
| • Joaquin Herranz, Jr. | Re-elect for a three-year term |

Fecteau called for a motion to approve the re-election of the presented trustees. Hanan so moved. Andrus seconded. The trustees were approved for board service subject to the terms of the motion.

Fecteau presented the following trustees as nominees for at-large positions on the Executive Committee:

- |                        |                 |               |
|------------------------|-----------------|---------------|
| • Karen Hanan          | Member-at-Large | One-year term |
| • Joaquin Herranz, Jr. | Member-at-Large | One-year term |
| • Wendy Bredehoft      | Member-at-Large | One-year term |

Fecteau called for a motion to approve the trustees to serve as at-large members of the Executive Committee. Johnson so moved. Agloinga seconded. The at-large members of the Executive Committee were approved.

Agloinga asked for clarification regarding current WESTAF trustee vacancies. Radich stated that there were five board vacancies and that only one of them (Utah) was tied to a state. He stated that the Board Development Committee planned to wait to fill the vacancies until the planning process was complete. He then reported that the Board Development Committee was seeking candidates who were familiar with the technology business and/or were entrepreneurs, and who also understood and appreciated state arts agencies.

### **Report of the Board Development Committee**

Graham welcomed Hanan as the new Chair of the Board Development Committee. Hanan deferred to Fecteau to give the Committee's report. Fecteau stated that the most important item to discuss was the review of the proposal to adjust the WESTAF bylaws.

She then introduced the proposed bylaw change by noting that WESTAF was headed toward a major change in staff leadership. She stated that state arts agency leaders, WESTAF trustees, and WESTAF staff had expressed concerns regarding the executive director transition. In order to maintain continuity and stability during the transition of the executive director, Fecteau suggested the bylaws be revised to allow the current Chair and Vice Chair to serve beyond their normal nine-year terms.

Fecteau read the proposed revision to the bylaws:

#### **Section 3.1 Extension of Terms for Leadership Continuity**

To provide continuity in governing board leadership during a changeover to a new executive director, the absolute terms of service for officers may be temporarily waived. The bylaw change allows these officers to serve beyond the normal nine-year term limitation. In order to enjoy this release from term limitations, these individuals must be elected and re-elected by the WESTAF trustees.

Fecteau noted that the revision to the bylaws did not change the need for WESTAF officers to be elected to their positions by the full board.

Radich noted that WESTAF bylaw changes required 30 days advance notice prior to a vote to change them. Fecteau called for a motion to endorse the bylaw revision and noted that the official ballot for the proposed change would be sent to the trustees in approximately 30 days.

Andrus called the board's attention to the fact that the bylaw revision only extends terms during an executive director changeover.

Fecteau noted that the bylaw addition also only applies to Executive Committee officers.

Lange asked if there was any “not to exceed” language included in the addition.

Fecteau responded that it was included in the overall process outlined in the bylaws. She noted that WESTAF officers are elected for two-year terms.

Faison moved to endorse the bylaw addition. Broughton seconded the motion. The motion to endorse the bylaw addition was approved.

Fecteau noted that the Board Development Committee conducted the annual board governance survey. She presented the highlights of the survey, of which some of the key findings were:

- Many board members expressed concerns over the transition of the executive director.
- Board members believe that they are receiving adequate information around the planning process.
- Board members suggested considering potential board members in the areas of technology, public relations, university research, and representation of funders.

Broughton suggested that the Board Development Committee work to recruit potential board members who are engaged in the areas identified in the survey.

### **Report of the Chair**

Graham reported that she had attended the Multicultural Advisory Committee meeting in Boise and would be meeting with WESTAF staff for a second planning session in early November. She also reported that she was focusing her planning efforts on finalizing the strategies in the plan and also on the development of the visuals related to the planning effort. She stated that she hoped to conclude the planning work in January of 2018.

Herranz asked where the planning session and transition of the executive director intersected.

Graham responded that creating a clear vision for the organization through the planning process would be a very helpful recruiting tool.

Masumoto added that there was an eagerness for the Emerging Leaders of Color to be included in the planning process. Masumoto suggested that Graham could join the regular calls with the Emerging Leaders of Color.

Graham noted that everyone had participated in the performance review of the executive director and that she had been working with Radich to lay the groundwork for the search process.

Graham reported that she had attended a regional art organization (RAO) meeting at which the members of the group agreed to move forward on research and advocacy inquiries related to the exploration of potential new significant sources of funds for the arts outside of the NEA. She reported that consultant Mary Margaret Schoenfeld had been leading that inquiry and was going to synthesize her findings soon.

Graham noted that the conversation may not move forward. She observed that there was not a strong alignment of the group on this issue.

Hanan asked if the conversation was still relevant now that the NEA would continue to receive funding.

Graham responded that it remained relevant because leaders in the field remained open to considerations of how they could diversify their funding and pursue less risky funding methods.

### **Report of the Executive Director**

Radich reported on a number of items. They include the following:

- He noted that WESTAF would move its office in Denver on December 15. He reported that, due to the uncertainty with the NEA, WESTAF was moving to a location with annual lease costs of \$40,000 less than its current space.
- He commented that WESTAF was at the point in the development of its technology programs at which outside investment was needed to realize project goals. He noted that to-date, WESTAF had funded the development of online sites with internal funds, but suggested that doing so was no longer possible. He stated that he had initiated the process of seeking financial partners, investors, and/or long-term loans for the expansion of existing earned income programs rooted in technology. He commented that the project of first priority for outside investment was the Public Art Archive.
- He reported that he presented the ELC proposal to the RAOs during the time of the NASAA meeting in Portland. He noted that the proposal was for the structuring of a national-level ELC program.
- He stated that WESTAF had organized a symposium in Hawai'i focusing on public art. He noted that the symposium was being organized in collaboration with Forecast Public Art and the Hawai'i State Foundation on Culture and the Arts. Johnson added that the symposium would focus on the future of public art and it was a way to position the Public Art Archive. Johnson also noted that his agency was planning activities affiliated with the symposium, including professional development opportunities for artists engaged in public art projects.
- Radich reported that WESTAF had been involved in advocacy on behalf of the NEA. He commented that contracts with three advocacy contractors were wrapping up and the staff was preparing to shift to a long-term advocacy strategy.
- He commented that there were a number of new state arts agency directors in the WESTAF region. The new directors were: Tatiana Gant, Montana; Tony Manfredi, Nevada; and Jaime Dempsey, Arizona.

### **Report from Investment Advisor Tim Schott**

WESTAF investment advisor Tim Schott presented an overview of WESTAF investments.

Graham called for a motion to renew approval of the current investment policy. Agloinga moved. Andrus seconded. The current WESTAF investment policy was renewed.

### **FY17 Finance Update**

Hollrah presented the FY17 financials. She noted that the organization would have a deficit at the conclusion of the year. She commented that during the year, WESTAF had engaged in several high-cost projects, most of which were related to upgrading system security, which was required in order to continue business.

Graham commented that WESTAF staff was drafting a three-year budget to reflect and highlight how the deficit would be absorbed over the next few years.

Hanan asked how the recent staff layoffs would affect operations.

Radich stated that the layoffs were expected to have a minimal impact and noted that the layoffs were primarily centered on the GO project, a project that was being repositioned to operate in the long term with fewer staff.

Andrus noted the following about WESTAF finances:

- The CaFE™ project had exceeded its revenue projections and the CVSuite was operating close to its budget.
- As of the board meeting, 10 states had paid their participation fees.
- The FY18 budget was built to absorb the FY17 deficit.
- Overhead related to payroll expenses will be reduced in the coming year due to changes in staffing.

Hanan asked why a lower number for sales was predicted for CVSuite in the draft FY18 budget despite the steady adoption of the product.

Radich responded that the projection was intentionally conservative.

Bredehoft asked if CaFE was still expected to continue to grow.

Radich responded that the CaFE project should continue to grow. He noted that efforts were underway to expand the marketing of the site and also to update the site's software. He commented that both of these efforts were expected to attract new clients.

### **Presentation, Discussion, and Adoption of the FY18 Budget**

Graham reminded the trustees that the draft FY18 budget had been sent out to the trustees for comment in advance of the board meeting. She also commented that the Executive Committee had thoroughly reviewed the budget at its in-person meeting. She then asked Hollrah to provide a brief overview of historic financial trends at the organization.

Hollrah presented three charts. One chart tracked WESTAF's overall financial growth since 2002 and illustrated trends in expenses, net assets, and income. A second chart illustrated the long-term gross income

trends at WESTAF from 2008 through 2016. The final chart displayed the total financial activity for the organization, especially “pass-through” funds associated with the ZAPP® and CaFE™ projects.

Graham called for a motion to approve the FY18 budget. Bredehoft moved approval. Fecteau seconded. The FY18 budget was approved.

### **Transition of the WESTAF Executive Director**

Graham noted that a draft executive director transition timeline, budget, and request for proposals for a search firm had been prepared for the review of the trustees. She commented that a document would be prepared that would detail how staff would be involved in the search. The search itself, she noted, would be lead by a search committee that would be chaired by Tamara Alvarado. She then stated that she hoped to identify a search firm by January and to bring a recommendation of a search firm to the full board at its February meeting. The full board, she said, would be asked to approve the search firm.

Hanan asked if the opening of the executive director position should remain quiet.

Radich stated that he would prefer not to share that information broadly until March or later. He noted the difficulty of conducting business as a lame duck.

Graham noted that in the current WESTAF planning process, a division of activity between the WESTAF executive director and the deputy director had been agreed to. The new deputy director, she noted, would focus on cultural policy and arts programming, while the executive director focused on technology, business, and overall management of the strategic direction of the organization. The deputy director, she stated, would be hired after the new executive director is in place.

Masumoto asked if work had been done to establish some kind of institutionalized transitional ownership of knowledge.

Radich responded that, because of the move, staff was working on archiving and organizing project documents and that those activities would help. He also noted his willingness to document various features of WESTAF, should the new executive director desire such documentation.

Herranz asked what the profile for the new executive director was envisioned to be and suggested that the concept that WESTAF had the culture of a startup be emphasized.

Graham suggested that there could be some flexibility in the final definition of the role of the deputy director. For example, she suggested it could be an operations manager position with a focus on policy.

Hanan asked if hiring two new people could be an issue with the budget.

Radich responded that the three-year budget plans accounted for such hiring.

Lange asked if the Search Committee should be negotiating the contract of the search firm or if that should be the Executive Committee.

Graham noted that there was some crossover from the Executive Committee, as both Graham and Alvarado would serve on both committees. Graham added that the Treasurer would also need to review and sign the contract for the search firm.

### **Review Proposal to Use Cash Reserves for Search Firm**

Graham directed the trustees to the draft budget, providing context for the fees associated with the search process. She highlighted the following features of the budget:

- Search firms are expected to charge a core fee of \$50,000.
- Additional costs related to the search process include travel for the Search Committee, travel for finalists, legal fees, and marketing costs related to promoting the position.
- A \$10,000 contingency fund had been set aside to allow for some flexibility throughout the process.

Graham noted that it would be difficult to absorb the \$100,000 for the upcoming search process into the WESTAF budget. She commented that the proposal before the board was for the withdrawal of up to \$100,000 from the cash reserve to fund the search.

Fecteau asked what the current total was for funds held in the cash reserve.

Hollrah stated that, as of the end of September, there was \$865,000 in the cash reserve.

Broughton asked if there would be a plan to immediately pay the reserve back.

Radich and Graham clarified that there was not an intent to immediately pay the reserve back.

Graham called for a motion to approve the proposal of withdrawing up to \$100,000 from the cash reserve for the search process. Lange moved approval. Agloinga seconded. The motion was approved.

### **Securing a Search Firm**

Graham noted that Teniqua Broughton, Michael Faison, and Loie Fecteau had agreed to serve on the Search Committee.

The trustees discussed the following proposed Search Committee members who did not currently serve on the WESTAF board. These proposed members were: Tey Marianna Nunn, Len Edgerly, and Bassem Bejjani.

Graham stated that she was working to confirm and finalize the members of the Committee.

### **Update on the Status of the NEA**

Radich noted that WESTAF had been involved in an advocacy process on behalf of the National Endowment for the Arts. He reported that there was still some uncertainty regarding the agency's budget, but noted that the budget--with funds for the NEA--had passed the House Appropriations Committee.

Radich noted that WESTAF did have a doomsday plan, and commented that the organization could survive even if the NEA were totally eliminated.

### **Planning Session**

Graham walked the trustees through the WESTAF vision map and the changes that were made. She then lead the trustees in an exercise designed to refine and adjust language presented on the vision map. The trustees then engaged in prioritizing the strategies outlined in the “WESTAF Strategies” document, focusing the discussion on what was feasible.

### **Executive Director Review**

Graham took the trustees into an executive session to conduct Anthony Radich’s annual Executive Director evaluation.

### **Adjourn**

Graham adjourned the meeting at 2:30 p.m. PDT.

## Meet New Trustee - Kelly Stowell

### **Kelly Stowell**

#### **Executive Director | Center for Education, Business, and the Arts | Kanab, Utah**

Kelly Stowell has been the executive director of the Center for Education, Business, and the Arts since 2008 and also serves as the Kane County film commissioner. He is a native of southern Utah, where he grew up on a ranch in Parowan. Before relocating to Kanab, he was the executive director of the Utah Student Association with the Utah System of Higher Education. Stowell's background includes stints in Washington, DC with United States Senator Orrin Hatch from Utah. Stowell earned a degree in business and psychology from Utah Valley University.

# Finance Update | For the Period Ended January 31, 2018

## Earned Income Programs

1. Income is ahead of schedule due to the ZAPP™ partner payout transferred in November. GO Smart™ and CaFE™ income is on track for being one-third through the year.
2. Expense for earned income programs is at 47% of budget which is ahead of the budget benchmark of 33%. This is not unusual as the start of the year usually comes with heavy technology expenses.

## Discretionary Income

4. The NEA regional plan income is requested monthly from the NEA however, it is requested two months ahead which is why it's at 42% of budget.
5. All states have paid their FY18 participation fees. The \$60,409 listed includes payments from California and Hawai'i both of which were received in this fiscal year but were due in last fiscal year. Invoices for FY19 fees are sent in the spring.

## Programs & Services

6. Program income includes \$20,000 from Hawai'i to underwrite costs related to the public art symposium which was held in November.
7. Program costs include a multicultural meeting, advocacy funding paid to states and the symposium in Hawai'i
8. State services expenses include conference travel for staff, the Executive Director Forum and strategic planning costs.

## Operations

9. The \$100,000 transfer from investments is board-approved transfer of funds to support costs related to the search for a new executive director. Those costs are expected to hit throughout the year and are noted in the non-personnel operations expense line.
10. Non-personnel operations expenses are slightly ahead of budget due to office moving expenses, executive director search costs and an executive committee meeting in October.

## “Below the Line” Financial Reporting

11. The accrual numbers listed below the cash include the audit adjustments from closing out FY17. The majority of these adjustments are from deferred revenue for GO and state participation fees which are deferred into FY18, significantly increasing the income for the new year.
12. The flow through activity for CaFE™ and ZAPP™ is reset each fiscal year: these numbers are a total cumulative flow since October 1<sup>st</sup> and continue to build each month.

Submitted by: Amy Hollrah, Finance Director

# FY18 Cash Summary

Click [here](#) to be directed to the PDF version of the FY18 Cash Summary

## WESTERN STATES ARTS FEDERATION Cash Report For Jan 31, 2018

Code	Program Name	Actual Year-to-date			FY18 Budget			% of Budget	
		Income	Expense	Net	Income	Expense	Net	Revenue	Expense
Jan is 33% through budget.									
<b>3 EARNED INCOME PROGRAMS</b>									
4	525 IMTour	-	38,853	(38,853)	5,000	35,000	(30,000)	0%	111%
5	535 YouJudgelt.com	103	8,816	(8,713)	8,000	20,000	(12,000)	1%	44%
6	545 GO *	128,462	125,810	2,652	370,286	304,000	66,286	35%	41%
7	555 CaFE	205,813	123,750	82,063	550,000	336,000	214,000	37%	37%
8	556 Public Art Archive	750	30,853	(30,103)	7,500	65,000	(57,500)	10%	47%
9	565 CVSuite	20,654	76,043	(55,389)	150,000	85,000	65,000	14%	89%
11	575 ZAPP Managment	292,497	-	292,497	877,490	-	877,490	33%	
12	575 ZAPP Partner Payout	200,781	-	200,781	200,000	-	200,000	100%	
13	580 Software Research	(2,000)	-	(2,000)	-	-	-		0%
14	590 Search Services	-	1,944	(1,944)	45,000	15,000	30,000	0%	13%
15	000 & 500 General Earned Income	(185)	7,620	(7,805)	-	25,000	(25,000)		0%
16	<b>SUBTOTAL:</b>	<b>846,875</b>	<b>413,689</b>	<b>433,186</b>	<b>2,213,276</b>	<b>885,000</b>	<b>1,328,276</b>	<b>38%</b>	<b>47%</b>
<b>17 DISCRETIONARY INCOME</b>									
18	100 NEA Regional Plan	414,947	-	414,947	995,875	-	995,875	42%	0%
19	101 States	60,409	-	60,409	317,390	-	317,390	19%	
20	<b>SUBTOTAL:</b>	<b>475,356</b>	<b>-</b>	<b>475,356</b>	<b>1,313,265</b>	<b>-</b>	<b>1,313,265</b>	<b>36%</b>	<b>0%</b>
<b>21 PROGRAMS &amp; SERVICES</b>									
22	122 NEA Admin 20%	78,400	255	78,145	156,800	4,000	152,800	50%	6%
23	140-160 Programs & Services	21,368	126,773	(105,405)	40,000	261,000	(221,000)		49%
24	300-370 State Services	-	28,396	(28,396)	10,000	130,000	(120,000)	0%	22%
25	<b>SUBTOTAL:</b>	<b>99,768</b>	<b>155,424</b>	<b>(55,656)</b>	<b>206,800</b>	<b>395,000</b>	<b>(188,200)</b>	<b>48%</b>	<b>39%</b>
<b>26 OPERATIONS</b>									
27	n/a Investment Transfer	100,000	-	100,000	-	-	-		
28	600-700 Non-Personnel Operations	-	165,191	(165,191)	-	407,022	(407,022)		41%
29	683 Personnel & Benefits	-	674,974	(674,974)	-	1,901,623	(1,901,623)		35%
30	700 Development	2,000	-	2,000	-	-	-		
31	<b>SUBTOTAL:</b>	<b>102,000</b>	<b>840,165</b>	<b>(738,165)</b>	<b>-</b>	<b>2,308,645</b>	<b>(2,308,645)</b>		<b>36%</b>
32	<b>CASH NET:</b>	<b>1,523,999</b>	<b>1,409,278</b>	<b>114,721</b>	<b>3,733,341</b>	<b>3,588,645</b>	<b>144,696</b>	<b>41%</b>	<b>39%</b>
33									
34	Accrual Adjustments	235,562	(427,950)	663,512					
35									
36	<b>ACCRUAL NET:</b>	<b>1,759,561</b>	<b>981,328</b>	<b>778,233</b>					
37	Preliminary totals: adjustments include FY17 prepaid, accrual, deferred revenue, NEA and fixed assets. No accrual adjustments applied to FY18 transactions except depreciation.								
38									
39	<b>WESTAF's Share of ZAPP:</b>	<b>\$ 518,602</b>	A WESTAF asset, representing a 80.96% share.						
40	<b>ZAPP Flow Through Activity:</b>	<b>\$ 7,192,901</b>	Total client funds flowing through our financial office since Oct 1, 2017.						
41	<b>CaFE Flow Through Activity:</b>	<b>\$ 767,853</b>	Total client funds flowing through our financial office since Oct 1, 2017.						
42	<b>Balance of Cash Reserve Accounts:</b>								
43	Cash Reserve	\$ 46,774							
44	Investments	\$ 760,523							
45	# of States that have not yet paid FY18 fees:	0							
46	IMTour state grants yet to be paid out:	\$ 29,750	CA, CO, HI ID, WY						
47	Amounts yet to be spent on NEA Grants:	NEA16	\$ 177,188	23%	ending 12/31/18				
48		NEA17	\$ 609,325	77%	ending 12/31/19				
49									

50 \* Virtually all GO contracts are renewed in June and July. Thus, nearly all GO revenue will be received in the summer of this fiscal year.

51

Compiled by ATH on 2/13/18

## Summary of Significant Earned Income Projects

Most WESTAF earned income projects have strong traction in their markets. However, sales for GO Smart™ and CVSuite™ have lagged in the first quarter. Expectations are that the first quarter sales deficit will be made up by the end of the year. There are no material issues with those projects or the environments they are being sold into that should impair sales growth. Following is a project-by-project commentary on the data related to these projects.

### **CaFE™**

Growth continues to be strong and predictable to date. The project is making a big marketing push to capture more public art commissioning activity. In addition, preparations are being made for a total rebuild of the site. That rebuild will start this year and continue through FY19.

### **GO Smart™**

This project was drastically repositioned in FY17, and the predicted drop in clients has occurred. In addition, the \$100,000 NEA contract has come to an end. Please note that WESTAF always knew that the NEA contract was temporary as the agency was building its own internal grants management system. Sales are underway to rebuild the GO Smart client base over a two-year period.

### **CVSuite™**

The CVSuite project is expected to meet its budgeted revenues by the end of the year. The groundwork has been laid to make national partner sales for this product. Efforts are also being made to introduce the tool into college classes in order to sell access to it directly to students or to the higher education libraries they use.

### **ZAPplication®**

This project continues to perform in a predictable growth pattern. Project staff is working on a price increase for the product in order to generate additional revenue. In addition, the ZAPP Next™ module is about ready for launch.

### **Other Earned Income Projects**

WESTAF also manages the earned income projects Public Art Archive™, IMTour™, and YouJudgelt™. The status of these new and currently minimal revenue projects is as follows:

- The Public Art Archive is moving to a new database and revenue from selling licenses in the collection management tool related to that database holds the promise of creating a revenue stream by the end of the current fiscal year.
- The IMTour project is settling into a post-launch pattern and efforts will be made to market the site more aggressively after April 1.
- The YouJudgelt project has 156 registered users. A revised marketing plan for this site is currently in preparation.

**END**

# Earned Income Summary

Click [here](#) to be directed to the PDF version of the Earned Income Summary.

## Western States Arts Federation

### EARNED INCOME SUMMARY

FY2018

CaFE™	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	a
<b>CaFE™</b>														
Licensees	15	59	69	62	180	222	303	475	601	802	946	1,093	1,132	
Applications	24	85	128	159	284	337	659	1,723	2,173	3,001	3,417	4,794	5,070	
Revenue	33,508	86,009	139,846	151,819	185,644	171,945	200,879	226,894	398,539	502,140	556,350	585,696	133,672	
Expense	49,326	24,365	34,482	74,302	82,645	142,987	74,057	156,176	175,187	257,503	286,635	310,012	93,578	
<b>GO</b>														
GO Licensees	21	21	25	41	44	38	45	43	49	60	59	36	28	
Revenue	246,973	358,616	453,199	263,669	336,865	260,577	333,002	413,978	406,949	473,140	547,661	591,308	51,908	
Expense	298,739	455,530	337,019	172,155	119,041	348,108	405,129	320,961	317,560	426,459	593,193	411,839	99,980	
<b>CVSuite™</b>														
Licenses (Note - FY15 "report")	2	6	5	9	14	13	16	18	21	20	24	29	29	
Revenue	15,000	45,500	18,000	57,600	93,000	109,701	84,000	98,730	76,917	45,283	107,643	114,594	20,554	d
Expense		19,357	13,797	44,170	93,037	107,557	73,717	97,833	69,993	105,089	99,028 [1]	179,620	65,430	
<b>ZAPP®</b>														
Licensees	53	100	172	235	258	305	333	359	424	461	491	508	523	
Events	70	133	254	354	410	468	548	613	673	710	764	779	839	
Revenue	203,681	382,709	849,588	976,997	1,102,167	1,313,411	1,355,144	1,505,234	1,693,607	1,802,764	1,961,149	2,119,841	598,356	a
Expense	166,853	270,745	674,135	816,997	858,065	1,020,306	985,027	1,159,082	1,387,105	1,538,849	1,725,301	1,758,513	219,976	a

Note: All revenue & expenses in this doc are per accrual accounting methods: therefore they do not match the monthly cash financials.

a) FY17 financials are not finalized: these numbers include some accrual but are mostly cash. Full accrual entries happen during the audit process in Nov & December.

b) CaFE statistics are approximate estimations due to timing.

d) Up to the end of FY14, CVI had no deferred revenue - reports were provided and paid for. In FY14, these reports changed to a subscription model where the payment needs to be amortized over the length of the term (most often 12 months). This is also how GO income is calculated.

Updated 1/23/18 by Amy Hollrah, Christina Villa, Raquel Vasquez, Erica Antioco Barclay, Susan Gillespie & Natalie Villa.

# Memorandum

**DT:** February 2, 2018

**TO:** WESTAF Board of Trustees  
ZAPP® Partners

**FR:** Amy Hollrah, Finance Director  
Anthony Radich, Executive Director  
Christina Villa, ZAPP® Manager

**RE:** FY 2017 Audited Financial Statements

---

The audit firm of EKS&H has completed its annual audit of WESTAF's consolidated financial statements, as well as the A-133 audit required for recipients of federal grants. WESTAF management is pleased to report that there were no negative audit findings for a ninth consecutive year. The audit confirms growth for both WESTAF and ZAPP®. In the combined balance sheet on page 3, you will see an increase in net assets of \$78,811 from last year.

As a reminder, the auditors are required to combine WESTAF and ZAPP® in the audit because WESTAF owns 80.96% of ZAPP®. You will find financials separated into the two companies on pages 17-18. Within those statements, you'll see WESTAF's liabilities and net assets has increased by \$116,021 and ZAPP's has increased by \$77,758 since last year.

The audit is the one time each year the financials are fully translated into accrual accounting. Financial statements provided to the WESTAF board are compiled in the cash method and will therefore show significant differences between the September cash financials and the audit. The major adjustments include deferred revenue, prepaid expenses, accrued expenses and depreciation. ZAPP® financials are closer to the accrual method but the depreciation costs are not fully applied until year-end.

In addition to the financial statements, the auditors issued recommendations to management to improve internal processes to better conform with GAAP (Generally Accepted Accounting Principles). Some of these recommendations require more staff time than is feasible (especially since WESTAF operates on a cash basis most of the year) but others are excellent suggestions to provide additional risk management protections. Amy will be discussing the full recommendations with Senior Management for implementation in the Spring.

Please contact Amy with questions: [amy.hollrah@westaf.org](mailto:amy.hollrah@westaf.org) or 303-629-1166.

## Potential Search Firms

### **m/Oppenheim**

m/Oppenheim was formed to recruit visionary, practical, effective leaders to nonprofits, and we are known for taking on some of the sector's most challenging searches. We do not just focus on one nonprofit segment, nor do we simply rotate through predefined lists of candidates. We specialize in connecting results to people; we draw nominations and candidates from across the business, nonprofit and public sectors; and our reach is regional, national and international in scope. Our sourcing taps into insider information contributed by recognized experts in your field, and from outside of your field but connected to it, and the breadth and depth of our sourcing is second to no other firm.

Our strong support of diverse nonprofits enables us to understand the particular challenges faced by organizations like yours. We deliver real-world intelligence on how each candidate shapes behind-the-scenes business operations, and how different ways of thinking might affect the future of the WESTAF. We explore well beyond a candidate's ability to write a resume and perform in interviews, and delve into details that can predict a candidate's future success. This depth provides a solid context for evaluating leaders, their capabilities, vision and potential as we exhaustively market your organization to accomplished executives.

To ensure that we remain intimately connected to innovative practice, we take a broad range of searches that do not meet high minimum fee standards. This enables us to forge relationships with, and learn from, the next generation of innovators, the entrepreneurs, the out-of-the-box thinkers. We work daily with professionals who have yet to reach the field's terminal salary levels, and in every search we invest in sorting through the many fresh faces to locate those who exhibit signs of greatness. Few other search firms that undertake national and international searches invest in this way, and this sensibility also has a strong impact on our approach to diversity.

Recognizing historic discrimination that has consigned women and individuals of African American, Native American, Hispanic/Latino and Asian heritage to certain roles in certain kinds of institutions, we are specifically committed to not restrict our focus to only those who are conventionally credentialed.

We employ a more sophisticated and nuanced analytical framework for analyzing how the attributes of different members of a candidate pool might influence your future. Ours is not the biggest, oldest search firm ... we simply deliver superior results.

## **McCormack+Kristol**

McCormack+Kristol is a national provider of executive search consulting services for nonprofit and philanthropic organizations. Established in 1993, as McCormack & Associates, by veteran search consultant Joseph A. McCormack, the firm was founded with the mission of filling senior leadership positions in the HIV/AIDS sector during the height of the AIDS epidemic. We have long since expanded beyond that original mission and established ourselves as one of the nation's leading diversity recruiters in the nonprofit and philanthropic sectors.

Over the past two years, we have filled 30 senior leadership searches, including 14 executive director positions, as well as six board members for a major foundation. Our searches have been exclusively for mission-driven organizations, with a focus on advocacy, social justice, healthcare and social services. Clients have included the ACLU, AIDS United, Compassion & Choices, Hispanic Federation, Liberty Hill foundation, Los Angeles LGBT Center, New York City Anti-Violence Project, Planned Parenthood, Secular Coalition for America, Tides Foundation, Weingart Foundation and many more.

Over the years – although the size of the firm and the scope of our assignments have grown and evolved considerably – our commitment to diversity has never wavered. Diversity and inclusion remain the core values of our firm. Since 2016, 12 of our 30 placements (40%) are diversity candidates from racial/ethnic minority groups. Regardless of who is ultimately hired, it is our commitment to present a diverse panel of candidates for every search (even in the rare case where a client does not specifically request it) and we have a strong record of doing so.

Our principals have served on the Boards of GLSEN, Point Foundation, Public Health Foundation Enterprises, CenterLink and Servicemembers Legal Defense Network (SLDN), and have volunteered for many more organizations, including Amnesty International, APLA, Compassion & Choices, the Victory Fund, and The Trevor Project to name a few. As board members and volunteers in the community, we are active donors and fundraisers ourselves, having contributed more than \$600,000 to nonprofit organizations since we were established. Simply put, there is no executive search firm in the country with a longer or more passionately demonstrated commitment to social justice and other progressive issues.

We were the first national recruiters to actively seek out transgender talent for our clients. We are long-time certified members of the National Gay & Lesbian Chamber of Commerce, and last year our firm was named by Hunt Scanlon's Executive Search Review as one of the nation's 50 top nonprofit executive search firms -- no small honor for a boutique practice with our social justice focus.

In a profession where there is no licensure or quality measure -- other than word of mouth -- we stand out as search consultants trained in the tradition and professional standards of Booz Allen and McKinsey, who pioneered the application of structured project management and search by research methodology to identify and attract top talent. We have been successful because we are experienced, strategic and persistent in our recruiting. High standards and a rigorous commitment to continuous quality improvement is our approach, and our clients will happily share their experience with our work.

# WESTAF Multicultural Advisory Committee History, Practice, and Recommendations

## History of the Committee

WESTAF's increased commitment to diversity, inclusion, and equity dates back to 1999. At that time, WESTAF leadership commissioned a task force to explore ways WESTAF could become more intensively engaged in this work. Composed of art and cultural leaders from throughout the WESTAF region, the 15-member multicultural task force evolved and articulated principles that serve as the policy framework for WESTAF's ongoing efforts to recognize and support the creative talents of the diverse peoples living in the West. The work of the task force also helped define WESTAF's role as an advocate for cultural diversity in all aspects of WESTAF's work at both the regional and national levels. In 1999, the task force was reorganized as one of only three permanent committees of WESTAF. This action illustrated the importance of this work to the organization.

Current program manager Chrissy Deal joined WESTAF in 2013 and assumed primary responsibility for managing and expanding the Initiative. Working in consultation with the Multicultural Advisory Committee, WESTAF's Multicultural Initiative mission statement was developed and approved in 2014 (mission and Committee roster listed below). Also approved in 2014 were the Committee's Rules of Operation that outline the methods by which the Committee pursues its goals

## Recommendations to the WESTAF Trustees

In 2001, the original task force presented its first set of recommendations for action to the WESTAF board of trustees. The presentation served to inform members of the board of actionable steps WESTAF could consider taking in its pursuit of becoming an inclusive and multicultural organization. Since 2008, the Multicultural Advisory Committee has made it a practice to revisit and refresh its recommendations to the WESTAF trustees every three to four years. Building on the successful work of the initial task force and later the Committee, the Committee developed its most recent set of recommendations during calendar years 2015-2017. The 2017 recommendations presented here are divided into three categories: policy recommendations, program recommendations, and committee practice.

## Discussion questions for the Board:

- In your work and/or volunteer efforts in the area of arts and culture, what is your analysis of the state of diversity, equity, and inclusion? Is progress being made?
- WESTAF leadership has long been interested in the engagement of young people in its work. Would the board like to hear more from and/or engage with the alumni of the Emerging Leaders of Color program? If so, what form should that communication take?
- What information pertaining to the state of inclusion and equity work in the WESTAF region would be helpful to gather and analyze?
- When there are new resources that can be deployed to research specific areas of diversity, equity, and inclusion, what areas would the board like to explore?

## **WESTAF Multicultural Initiative Mission & Objectives**

WESTAF strives to reflect the values, insights, spirit and knowledge of communities of color, indigenous peoples, and other marginalized ethnic communities in the West, and to ensure its programs and initiatives incorporate the diverse perspectives of the region.

Through its Multicultural Initiative, WESTAF promotes multicultural leadership and equity in the arts by:

- Establishing a pipeline of diverse arts leaders prepared to advance the field
- Facilitating mutually beneficial relationships between emerging and established professionals from traditionally underrepresented communities
- Developing culturally responsive technology systems that benefit the arts and creative industries
- Proactively engaging state arts agencies and arts and cultural policy leaders in efforts that promote diversity, inclusion and equity at the local, state and regional levels

## **Emerging Leaders of Color Professional Development Program Mission & Objectives**

Emerging Leaders of Color Professional Development Program promotes multicultural leadership and equity in the arts by:

- Building a cohort of cultural leaders of color in the western United States that is committed to the advancement of the arts.
- Engaging diverse emerging leaders in coursework and activities designed to strengthen competencies and prepare participants for leadership positions in the field.
- Providing opportunities for promising arts professionals to establish networks that support their careers and the cultural interests of the communities they represent and serve.
- Deepening participants' understanding of the arts in the United States and how public support sustains the vibrancy of the sector.

## WESTAF 2018 Multicultural Advisory Committee

### **Tamara Alvarado\* – Vice Chair**

Executive Director  
[School of Arts and Culture @ MHP](#)  
San Jose, CA

### **Lucero Arellano**

Retired arts administrator  
California Arts Council  
Sacramento, CA

### **Teniqua Broughton\***

CEO  
[Verve Simone Consulting, LLC/](#)  
[The State of Black Arizona](#)  
Phoenix, AZ

### **SuJ'n Chon**

Program Director  
[North Cascades Institute](#)  
Sedro Woolley, WA

### **Loie Fecteau\***

Executive Director  
[New Mexico Arts](#)  
Santa Fe, NM

### **Tony Garcia\* – Chair**

Executive Artistic Director  
[Su Teatro Cultural and Performing Arts Center](#)  
Denver, CO

### **Eric Hayashi**

Film producer/theatre professional  
Walnut Creek, CA

### **Kimberly Howard**

Education Initiatives, Corporate Social  
Responsibility  
[Portland General Electric](#)  
Portland, OR

### **Amir Jackson**

Founder and Director  
[Nurture the Creative Mind](#)  
Ogden, UT

### **Aaron Miles**

Manager, Natural Resources  
[Nez Perce Tribe Tribal Forestry](#)  
Lapwai, ID

### **Tey Marianna Nunn**

Director and Chief Curator, Visual Arts Program  
[National Hispanic Cultural Center](#)  
Albuquerque, NM

*\*Member of the WESTAF Board of Trustees*

# **Report of the WESTAF Multicultural Advisory Committee 2017 Recommendations to the Board of Trustees June 2017**

The Multicultural Advisory Committee (MAC) submits the following recommendations for consideration by the WESTAF Board of Trustees. The recommendations are the result of MAC deliberations at meetings in Colorado, New Mexico and Utah. The meetings were convened during the time period May, 2015 through April, 2017.

Formed in 1999, the MAC was commissioned to inform WESTAF programming, governance, staff structure and technology projects. The committee has focused its work on making WESTAF an intentional multicultural organization that is infused with and acts on the values of diversity, inclusiveness and equity in all of its work. At WESTAF, this work proceeds continuously, is integral and not simply attended to when extra funds are available.

## **Recommendations**

### **Expand the mission of WESTAF's Multicultural Initiative to include the adoption of inclusive practices at arts and culture organizations in the WESTAF region, including state arts agencies.**

- Proactively suggest steps organizations can take to move toward inclusion and equity.
- Heighten the profile of the WESTAF multicultural program staff as regional and national resources on issues of diversity, inclusion and equity.
- Position members of the Multicultural Advisory Committee to serve as ambassadors and resources to those interested in engaging in this work.

### **Bolster fund development efforts to support expanded endeavors within the Multicultural Initiative.**

- Explore and develop plans to execute earned income strategies such as consulting and research, that can generate funds to support WESTAF multicultural programs.
- Secure funding from co-investors that support leadership development for people of color.
- Establish fee-based, state, regional and/or national Emerging Leaders of Color programs.

### **Develop strategic partnerships with individuals, organizations and businesses in order to build a coalition of entities committed to inclusion and equity in the arts.**

- Research the possibility and usefulness of creating a consortium willing to share best practices.
- Identify local, state, regional and national partners who share the same commitment to inclusion and equity who would find a benefit in being part of a consortium.

**Enhance the Emerging Leaders of Color (ELC) program through the proliferation of program-related activities.**

- Document the structure of and experience with the ELC program and disseminate that documentation to the field.
- Collaborate with new and veteran faculty to create a leadership experience that adapts to the changing needs of diverse arts professionals.
- Support ELC alumni in sustaining the network across the region.
- Maintain contact with ELC alumni to better understand how WESTAF can support their continued leadership development beyond the program.
- Facilitate placement of alumni on panels, boards and as presenters at local, state, regional and national convenings.
- Encourage and/or create opportunities for alumni to meet with local, state, and federal representatives.
- Position ELC alumni to be ambassadors and resources to those interested in engaging in this work.
- Foster continued dialogue between the ELC alumni and the WESTAF Board of Trustees and the Multicultural Advisory Committee

**Committee Practice**

When approaching this work, Multicultural Advisory Committee members agree that the *how* is just as important as the *what*. For that reason, the committee would like to underscore and codify meeting format and procedures.

**Institutionalize the Multicultural Advisory Committee’s listening/learning sessions with cultural leaders and community members at its semi-annual meetings held at locations throughout the region.**

- Conversations enable WESTAF to learn of notable diversity, inclusion and equity efforts in the area.
- Such sessions help WESTAF and MAC leadership identify local partners and gain an understanding of the diversity, inclusion and equity challenges facing communities across the West.

**Prompt meetings of WESTAF’s various constituencies to encourage learning and dialogue about how best to achieve the goals of the Multicultural Initiative.**

- Periodically convene the board of trustees, the MAC, ELC alumni, state arts agency executive directors in a professionally-facilitated, retreat-style meetings focused on issues of access, identity, power and privilege.
- Incorporate and activate dominant culture (white) leaders as partners in inclusion and equity initiatives in recognition of the fact these issues are not solely a concern for people of color.

# ZAPP® Manager and Oversight Committee Biographies

## **Christina Villa, Program Manager, ZAPP**

Christina Villa is the manager for ZAPPLication and has worked at WESTAF since 2010. She is responsible for overseeing the operations of the ZAPP system, executing long-term strategies, and directing the annual Arts Festival Conference. In addition to her work with ZAPP, Villa is a member of WESTAF's senior management team, where she oversees organizational operations and manages processes. Prior to joining WESTAF, Villa worked in arts administration with the city of Aurora, Colorado's Art in Public Places program, and the Colorado state arts agency, Colorado Creative Industries. She holds a bachelor's degree in journalism from Metropolitan State University of Denver.

## **Current Oversight Committee Members**

### **Maureen "Mo" Riley**

Maureen "Mo" Riley is the executive director of the Original Ann Arbor Street Art Fair in Ann Arbor, Michigan. A 30-plus year industry veteran, Riley's early career was spent as a production stage manager for theatre and ballet, until an unexpected turn opened the door to concert and festival management. Riley accepted a position as an event manager for the Palace of Auburn Hills, Pine Knob Music Theatre, and the Meadowbrook Music Festival in Michigan. Later, she was named the special events director for the University Cultural Center Association, producer of the Detroit Festival of the Arts, and of the holiday event Noel Night in midtown Detroit. In 2010, Riley joined the staff of the Original Ann Arbor Street Art Fair, and she was elected to serve on the ZAPP® Oversight Committee as the partner representative in 2013. She received a bachelor of fine arts from the University of Wisconsin-Milwaukee.

### **Will Armstrong**

Since 2002, Will Armstrong has spent 20 weekends per year away from his home in Richmond, Virginia — steadily racking up over half a million miles on his vertebrae and on a rotating cast of trusted vehicles. The road holds countless stories and in his work, you will find them. Armstrong draws with an oil-based pen on a collage of vintage maps and sheet music. An acrylic wash on top of the drawing gives the work a painterly style. Educated in illustration at Virginia Commonwealth University, Armstrong graduated with a bachelor's degree in communications arts and design in 1995. He has spent time as an art director and a picture-framer, along with more than 15 years of experience as a nationally recognized craft artist. In 2015, Armstrong was elected to serve as the artist representative for the ZAPP® Oversight Committee.

## Trustee Contact Information

### **Roy Agloinga - Secretary**

Program Officer  
Rasmuson Foundation  
P.O. Box 90964  
Anchorage, AK 99509  
(Tel.) 907-301-4917  
(Email) [ragloinga@rasmuson.org](mailto:ragloinga@rasmuson.org)  
(Term) 10/2020

### **Cyndy Andrus - Treasurer**

Chair  
Montana Arts Council  
3247 Gardenbrook Lane  
Bozeman, MT 59715  
(Tel.) 406-581-1228  
(Email) [cyndy.andrus@gmail.com](mailto:cyndy.andrus@gmail.com)  
(Term) 10/2020

### **Wendy Bredehoft**

3232 Ponderosa Lane  
Laramie, WY 82070  
(Tel.) 307-760-2893  
(Email) [wendybredehoft@gmail.com](mailto:wendybredehoft@gmail.com)  
(Term) 10/2019

### **Natalie Camacho Mendoza**

Camacho Mendoza Law  
PO Box 190438  
Boise, ID 83719  
(Tel.) 208-342-2960  
(Email) [camacho@cableone.net](mailto:camacho@cableone.net)  
(Term) 10/2018

### **Tamara Alvarado - Vice Chair**

Executive Director  
School of Arts and Culture @MHP  
1700 Alum Rock Ave  
San Jose, CA 95116  
(Tel.) 408-794-6250  
(Email) [tamara@schoolofartsandculture.org](mailto:tamara@schoolofartsandculture.org)  
(Term) 10/2020

### **Dana Bennett**

President  
Nevada Mining Association  
201 W. Liberty Street, Suite 300  
Reno, Nevada 89501  
(Tel.) 775-829-2121  
(Email) [Dana@nevadamining.org](mailto:Dana@nevadamining.org)  
(Term) 10/2019

### **Teniqua Broughton**

CEO  
VerveSimone Consulting/ The State of Black Arizona  
1601 E. Highland Ave, Unit 1072  
Phoenix, AZ 85016  
(Tel.) 480-707-9977  
(Email) [teniquab@gmail.com](mailto:teniquab@gmail.com)  
(Term) 10/2019

### **Michael Faison**

Executive Director  
Idaho Commission on the Arts  
PO Box 83720  
Boise, ID 83720-0008  
(Tel.) 208-334-2119 x 107  
(Email) [michael.faison@arts.idaho.gov](mailto:michael.faison@arts.idaho.gov)  
(Term) 10/2020

**Loie Fecteau**

Executive Director  
New Mexico Arts  
407 Galisteo, Suite 270  
Santa Fe, NM 87501-2834  
(Tel.) 505-827-6490  
(Email) [loie.fecteau@state.nm.us](mailto:loie.fecteau@state.nm.us)  
(Term) 10/2019

**Erin Graham – Chair**

Vice President of Development  
Oregon Museum of Science and Industry  
1945 SW Water Avenue  
Portland, OR 97214  
(Tel.) 503-489-7580  
(Email) [egramham@omsi.edu](mailto:egramham@omsi.edu)  
(Term) 10/2018

**Joaquín Herranz, Jr.**

Associate Professor of Public Affairs  
University of Washington  
Box 353055 Seattle, WA 98195-3055  
(Tel.) 206-616-1647  
(Email) [jherranz@u.washington.edu](mailto:jherranz@u.washington.edu)  
(Term) 10/2020

**Michael Lange**

Executive Director  
Wyoming Arts Council  
2320 Capitol Avenue  
Cheyenne, WY 82002  
(Tel.) 307-777-7473  
Email: [michael.lange@wyo.gov](mailto:michael.lange@wyo.gov)  
(Term) 10/2018

**Kelly Stowell**

Executive Director  
Center for Education, Business and the Arts  
[468 East 300 South](#)  
[Kanab, UT 84741](#)  
(Tel.): 435-899-0443  
(Email) [stowell@kanab.net](mailto:stowell@kanab.net)  
(Term) 10/2020

**Tony Garcia**

Executive Artistic Director  
El Centro Su Teatro  
721 Santa Fe Drive  
Denver, CO 80204  
(Tel.) 303-296-0219  
(Email) [tony@suteatro.org](mailto:tony@suteatro.org)  
(Term) 10/2018

**Karen Hanan**

Executive Director  
ArtsWA  
PO Box 42675  
Olympia, WA 98504-2675  
(Tel.) 360-753-3860  
(Email) [karen.hanan@arts.wa.gov](mailto:karen.hanan@arts.wa.gov)  
(Term) 10/2019

**Jonathan Johnson**

Executive Director  
Hawai'i State Foundation on Culture and the Arts  
250 South Hotel Street  
2nd Floor, Honolulu, HI 96813  
(Tel.) 808-586-0301  
(Email) [jonathan.johnson@hawaii.gov](mailto:jonathan.johnson@hawaii.gov)  
(Term) 10/2020

**Nikiko Masumoto**

Farmer, Artist, Volunteer  
Fresno Regional Foundation / California State University, Fresno  
9336 E. Lincoln Avenue  
Del Rey, CA 93616  
(Tel.) 559-346-9319  
(Email) [nikmasu@gmail.com](mailto:nikmasu@gmail.com)  
(Term) 5/2018

**Steven J. Tepper**

Dean and Professor  
Herberger Institute for Design and the Arts  
Arizona State University  
P.O. Box 872102  
Tempe, AZ 85287-2102  
(Tel.) 480-965-0050  
(Email) [Steven.Tepper@asu.edu](mailto:Steven.Tepper@asu.edu)  
(Term) 5/2018

## WESTAF Board of Trustees Bios

### **Roy Agloinga | WESTAF Secretary**

#### **Program Officer | Rasmuson Foundation | Anchorage, Alaska**

Roy Agloinga is a program officer at Rasmuson Foundation. Agloinga is the co-author of the *Qawiaraq Ig̃aṭuik Inupiat Dictionary* and currently serves as board secretary for the White Mountain Native Corporation. He is a trustee for the Western States Arts Federation (WESTAF). His experience includes rural health administration, Inupiat language preservation, education and training, and government policy. He has served as a health corporation board member, tribal administrator, and city council member. Agloinga has a bachelor's degree in English and a degree in secondary education from the University of Alaska Fairbanks. He is a continuing language student of Inupiat and Spanish. Agloinga is a tribal member of the Native Village of White Mountain, and a shareholder for Golovin, White Mountain, and Bering Straits Native corporations.

### **Tamara Alvarado | WESTAF Vice Chair**

#### **Executive Director | School of Arts and Culture @MHP | San Jose, California**

Tamara Alvarado is the executive director for the School of Arts and Culture at the Mexican Heritage Plaza. Prior to serving as executive director, she was the director of multicultural leadership for 1stACT Silicon Valley. From 2003-2008, she served as executive director of MACLA/Movimiento de Arte y Cultura Latino Americana in San Jose, California. From 1999–2003, she served as program director for the newly opened Washington United Youth Center, a partnership between Catholic Charities and the City of San Jose. She is president of the board of directors for ACE Charter Schools in San Jose. Alvarado is also co-founder of the Multicultural Arts Leadership Institute, a leadership development program for people of color working in arts, culture, and entertainment now housed at the School. A traditional Aztec dancer for the past 14 years, she is a member of Calpulli Tonalehqueh Danza Azteca of San Jose. Alvarado is originally from Escondido, California and holds a bachelor's degree in Spanish literature from Stanford University.

### **Cyndy Andrus | WESTAF Treasurer**

#### **Chair | Montana Arts Council | Bozeman, Montana**

After working in Yellowstone Park for many years, Cynthia Andrus settled in Bozeman, Montana, where she spent 10 years working for the Bozeman Area Chamber of Commerce as the Convention and Visitor Bureau director. In May 2011, she left the chamber and started her own consulting business (Andrus Consulting), providing small communities in Montana with strategic planning and economic development tools to enhance the tourism experience in the community. Andrus has served six years on the Bozeman City Commission and was elected mayor in November 2015. She serves on three state Governor-appointed councils--the Montana Arts Council (currently chair), the Tourism Advisory Council (past chair), and the Montana Heritage Commission, in addition to her service on the board of directors for the National Assembly of State Arts Agencies and the board of the Western States Arts Federation. She is a graduate of the University of Minnesota with a bachelor's degree in elementary education.

**Dana Bennett****President | Nevada Mining Association | Reno, Nevada**

Dana Bennett became the first woman to lead the Nevada Mining Association in December 2014. Previously, Bennett spent time as a senior researcher in Governor Brian Sandoval's office, then as regional director for the governor's economic development office. Before that she was director of government affairs for R&R Partners in Las Vegas. She also owned her own historical research firm.

Bennett has authored four books on the history of Midas and Battle Mountain; more than a dozen historical articles on Nevada politics, mining, communities, cowboys, rodeo and the transformation of the state's economy; 16 oral histories of notable Nevadans; and a few documentary films. Bennett earned her doctorate in history from Arizona State University in 2011. She obtained a master's in women's history from State University of New York at Binghamton, and a bachelor's in U.S. history from Boise State.

**Wendy Bredehoft****Artist | Laramie, Wyoming**

Wendy Bredehoft recently departed her position as curator of education at the University of Wyoming Art Museum to pursue her visual art career. During her earlier career in state government, Bredehoft served as the director of cultural resources for the Wyoming Department of State Parks and Cultural Resources and as Wyoming's state historic preservation officer. She also served as the arts in education program manager at the Wyoming Arts Council. Bredehoft has served as a panelist for the National Endowment for the Arts and the U.S. Department of Education and as a consultant to WESTAF and the National Assembly of State Arts Agencies. She sits on the executive committee of the board of trustees of WESTAF and currently serves as WESTAF treasurer. Bredehoft is a visual artist with a national exhibition record.

**Teniqua Broughton****Cultural Consultant | Phoenix, Arizona**

Teniqua Broughton is a champion for the equitable accessibility and the advancement of arts education for all people. By leveraging her leadership, compassion, strategic planning, and action, Teniqua has served in multiple capacities to advance her mission. Teniqua has extensive experience serving on regional and national panels around diversity and inclusive initiatives, and her commitment to advocating on Capitol Hill about education and the arts, or house bills affecting our children. This solidifies Teniqua Broughton as an agent for change in the arts education community. Teniqua recognizes that one must become actively involved in the decision making process when striving to evoke change. For over ten years, Teniqua has been committed to imparting her insight on board governance best practices to several arts education organizations both locally and nationally. Teniqua managed the Cultural Participation department at Arizona State University (ASU) Gammage--the largest presenting organization in the Southwest. Teniqua has contributed to the Live Nation Arts Education Task Force, serves as Vice Chair of the Arts Learning committee for City of Phoenix Arts and Culture Commission. Although Teniqua leads with her heart, many have recognized her for tireless work in the community and abroad. Her most recent recognition was the 2014 honor being named Community Leader in Arts Education by the Arizona Community Foundation's Black Philanthropy Initiative (BPI). Teniqua holds an M. Ed in educational administration and supervision, and B.I.S. in education psychology, with an emphasis in theater for youth. She is the founder and operator of Verve Simone Consulting, LLC.

## **Natalie Camacho Mendoza**

### **Camacho Mendoza Law | Boise, Idaho**

Natalie Camacho Mendoza manages her own law firm in Boise, Idaho; practice areas include business law, employment law, worker's compensation defense, and American Indian law. Camacho Mendoza received a bachelor's degree in political science from Idaho State University, and a law degree from Washburn University School of Law in Kansas. Camacho Mendoza has served in leadership in nonprofit organizations and associations. She also has been appointed and selected to many task forces, committees and commissions including being appointed by Gov. Cecil Andrus to the Idaho Commission on Hispanic Affairs following law school graduation. She has lobbied for farm worker, immigrant, Latino and Native American issues. She also volunteered as president of Image de Idaho, an advocacy group for the Latino community and the education of its youth. She chaired Idaho's Hispanic Issues Training Conference several times; the conference addressed important issue facing Idaho's Hispanic Community. She also served as the Co-Chair for the capital campaign for the creation of the Hispanic Cultural Center of Idaho. In 2014, she was named a Leader in Law by the Idaho Business Review and has received recognition from the Tri-State NAACP for her commitment to equality.

## **Michael Faison**

### **Executive Director | Idaho Commission on the Arts | Boise, Idaho**

Michael Faison is the executive director of the Idaho Commission on the Arts. Faison previously served as the arts in education division director of the Pennsylvania Council on the Arts, the assistant director of the Oregon Arts Commission, and the executive director of the Center for Arts Management and Technology at Carnegie Mellon University in Pittsburgh. Faison has served as an information technology consultant for Pittsburgh's Manchester Craftsmen's Guild and worked as a high school art and commercial art teacher in the Austin, Texas Independent School District. Faison is a member of the WESTAF board of trustees. He holds a bachelor's degree in studio art from the University of Texas at Austin, a master's degree in management from Carnegie Mellon University, and multiple Texas teaching certifications.

## **Loie Fecteau**

### **Executive Director | New Mexico Arts | Santa Fe, New Mexico**

Loie Fecteau is the executive director of New Mexico Arts and its advisory New Mexico Arts Commission. Fecteau has focused much of her tenure on arts-based economic development and cultural tourism, including the development of Arts Trails designed to put New Mexico artists on the map and bring the market to them, as well as the creation of state-designated Arts and Cultural Districts in partnership with the New Mexico Economic Development Department's MainStreet program. Fecteau serves on the board of directors of the National Assembly of State Arts Agencies (NASAA) and is currently the secretary. Fecteau also serves on WESTAF (Western States Arts Federation) Board of Trustees, WESTAF's Multicultural Advisory Committee, and as the New Mexico State Captain for Americans for the Arts. Prior to becoming an arts administrator, Fecteau was a journalist for more than 20 years, covering politics in New Mexico, Pennsylvania and Connecticut. She received an M.A. in journalism from the University of Missouri and a B. A. in English from Marietta College. She has long believed in the transformative power of the arts.

## **Tony Garcia**

### **Executive Artistic Director | El Centro Su Teatro | Denver, Colorado**

Tony Garcia has been the executive artistic director of El Centro Su Teatro since 1989 and a member of Su Teatro since 1972. He is responsible for the overall operation of the organization, which includes overseeing all departments and directors. Additionally, he is responsible for the organization's artistic programming. Garcia has received numerous awards and accolades for his artistic vision, including the 1989 University of California, Irvine Chicano Literary Award; a 2005 United States Artists Fellowship; and a recent artist residency at the Island Institute in Sitka, Alaska. He is an adjunct professor at Metropolitan State University in Denver. Garcia received his bachelor's degree in theatre from the University of Colorado at Denver.

## **Erin Graham | WESTAF Chair**

### **Chief Operating Officer | Oregon Museum of Science and Industry | Portland, Oregon**

Erin Graham is chief operating officer for the Oregon Museum of Science and Industry (OMSI), where she oversees marketing, retail, exhibits, programs, facilities, and IT. In her previous role as vice president for development at OMSI, she led significant year-over-year increases in private contributions while simultaneously launching OMSI's first capital campaign in 20 years. Before joining OMSI, Graham served as member relations manager for Business for Culture and the Arts and as director of operations and in-house counsel for a company dedicated to connecting independent musicians and industry professionals through innovative technologies. In her community work, Graham is immediate past chair of the advisory board for the Bolz Center MBA in the Wisconsin School of Business at the University of Wisconsin-Madison. She also serves as chair of the board of trustees for WESTAF (the Western States Arts Federation), and as a development committee member for the Association of Science - Technology Centers (ASTC). She frequently consults local nonprofit organizations on fundraising. Graham has an MBA in arts administration and a JD from University of Wisconsin-Madison.

## **Karen Hanan**

### **Executive Director | ArtsWA | Olympia, Washington**

Karen J. Hanan was appointed Executive Director of ArtsWA (The Washington State Arts Commission) by Governor Jay Inslee effective March 2014. The agency, established in 1961, is charged with speaking up for the public value of the arts, building leadership in and for the arts, strengthening arts education in our public schools, documenting the impact of the arts on our communities and in peoples' lives and sharing the findings, building participation in the arts, and acquiring and caring for artwork in the State Art Collection sited at our K-12 public schools, colleges, universities, and state agencies. Prior to this appointment, Karen was Executive Director of Arts Northwest, the regional service organization for the performing arts. Before that, she was the founder and first Executive Director of the Olympic Peninsula's Juan de Fuca Festival of the Arts, a four day multi-cultural, multi-stage festival held each year over Memorial Day Weekend, as well as offering programs, shows and outreach to locals and visitors year round. Hanan holds a Bachelor's Degree from Leeds Polytechnic in England. She is well known as a resource to the greater arts community in the Northwestern USA and beyond, and in 2014 was honored with a Distinguished Service Award in recognition of 'exceptional leadership and dedication to the field.'

**Joaquín Herranz, Jr.****Associate Dean | Evans School of Public Affairs | University of Washington | Seattle, WA**

Joaquín Herranz, Jr. is the associate dean for academic programs and professor of public affairs at the Evans School of Public Affairs at the University of Washington. Herranz is currently writing a book about the quadruple bottom line for 21st-century organizations that adds cultural creativity as a fourth bottom line to the financial, social, and environmental performance expectations of governmental, nonprofit, and for-profit organizations. His other research includes studies of multi-sectoral network performance and the relationship between arts, culture, and community economic development. He has conducted research for The Urban Institute, the United States Department of Housing and Urban Development, the World Bank, and the International Labour Organization. Herranz is also a member of the WESTAF board of trustees. He holds a master's degree in city planning from the University of California at Berkeley and a doctorate in urban political economy and policy from the Massachusetts Institute of Technology.

**Jonathan Johnson****Executive Director | Hawai'i State Foundation on Culture and the Arts | Honolulu, Hawai'i**

Jonathan Johnson is the executive director of the Hawai'i State Foundation on Culture & the Arts, the seventh person to hold the post in the nearly 50-year history of state arts agency. Jonathan "JJ" Johnson has been with the HSFA since 1988, holding many positions within the agency including program manager, project manager, conservation coordinator and registrar for the Art in Public Places Program and director of the Hawaii State Art Museum. A graduate of Kalani High School, Johnson has a B.A. degree in design with an emphasis on business administration from California Lutheran University. Johnson is well respected in the Hawai'i arts and architecture community for managing the creation and installation of art at the UH Cancer Center, UH West O'ahu, the UH Hawaiian Studies building, Kapolei and Hilo Judiciary, the Hawai'i Convention Center and state airports on all islands, among many others. Johnson managed restoration of the Tadashi Sato mosaic at the State Capitol rotunda, completed in 2009. He has overseen the artist-in-residence programs of several dozen Hawai'i public schools. He was co-curator of ARchiTecture, Exploring Public Art in the Built Environment, a 2010-2011 exhibition at HiSAM and the Sculpture Garden at the Hawaii State Art Museum.

**Michael Lange****Director | Wyoming Arts Council | Cheyenne, Wyoming**

Michael Lange has been the executive director of the Wyoming Arts Council since 2014. Prior to serving as executive director, Lange served as the community development specialist for the arts council and worked for the University of Wyoming where he used the arts as a catalyst for co-curricular student development initiatives. Lange is a trustee for WESTAF (Western States Arts Federation). His research interests are centered on exploring and creating structures and atmospheres that promote creativity and collaboration. He has presented this topic at different regional and national conferences and has taught classes on art administration and leadership in social entrepreneurialism. Lange is also a musician and composer, performing mostly in the jazz idiom, and holds a bachelor's degree in music and a master's in public administration.

**Nikiko Masumoto****Organic Farmer and Artist | Fresno, California**

Nikiko Masumoto first learned to love food as a young child slurping the nectar of overripe organic peaches on the Masumoto Family Farm. Since then, she has never missed a harvest. A farmer, artist, and leader, Masumoto works alongside her father to raise organic peaches, nectarines, and grapes and calls herself an “agrarian artist,” cultivating the richness of life in the Central Valley through farming, food, stories, art, and community. She debuted her one-woman show, “What We Could Carry,” about Japanese American Redress hearings in 2011 and co-authored her first book, *The Perfect Peach* (Ten Speed Press), with Marcy Masumoto and David Mas Masumoto. She is also the founder of the Valley Storytellers Project, which aims to create spaces for people to tell stories in and about the Central Valley. Masumoto has a bachelor’s degree in gender and women’s studies from the University of California at Berkeley and a master’s degree in performance as public practice from the University of Texas, Austin.

**Kelly Stowell****Executive Director | Center for Education, Business, and the Arts | Kanab, Utah**

Kelly Stowell has been the executive director of the Center for Education, Business, and the Arts since 2008 and also serves as the Kane County film commissioner. He is a native of southern Utah, where he grew up on a ranch in Parowan. Before relocating to Kanab, he was the executive director of the Utah Student Association with the Utah System of Higher Education. Stowell’s background includes stints in Washington, DC with United States Senator Orrin Hatch from Utah. Stowell earned a degree in business and psychology from Utah Valley University.

**Steven J. Tepper****Dean | Herberger Institute for Design and the Arts, Arizona State University | Tempe, Arizona**

Steven J. Tepper is the dean of the Herberger Institute for Design and the Arts at Arizona State University, the nation’s largest, comprehensive design and arts school at a research university. Tepper is a leading writer and speaker on U.S. cultural policy and his work has fostered national discussions around topics of cultural engagement, everyday creativity, and the transformative possibilities of a 21st century creative campus. Prior to ASU, Tepper was on the faculty at Vanderbilt University, where he was a chief architect of the Curb Center for Art, Enterprise and Public Policy, a national think tank for cultural policy and creativity. Tepper holds a bachelor’s degree from the University of North Carolina at Chapel Hill; a master’s degree in public policy from Harvard University’s John F. Kennedy School of Government; and a Ph.D. in sociology from Princeton University.

## Staff List

**Anthony Radich**  
Executive Director

**Julia Alvarez**  
CaFE™ Program Associate

**Erica Barclay Antioco**  
Business Manager, GO Smart™

**Rebecca Brown**  
Finance Project Associate

**Janae De La Virgen**  
Administrative Assistant

**Lori Goldstein**  
Manager, Public Art Archive™

**Amy Hollrah**  
Finance Director

**Kate Kreutz**  
Senior Program Associate, ZAPP®

**Malin Lorch**  
Customer Service Associate

**Lani Morris**  
Customer Service Associate

**Katie Romano**  
Web Project Assistant

**Adam Sestokas**  
Director of Technical Operations

**Raquel Vasquez**  
Manager of Client Services, CaFE™

**Natalie Villa**  
Project Associate

**Lauren Wilson**  
Finance Associate

**Michelle Baca**  
Finance Associate

**Justina Brazilyte**  
Customer Service Associate

**Chrissy Deal**  
Program Associate

**Susan Gillespie**  
Account Executive, Technology Solutions

**Jessica Gronich**  
Technology Support Specialist, GO Smart™

**Leah Horn**  
Director of Marketing and Communications

**Joann Liu**  
Communications and Support Assistant, ZAPP®

**Seyan Lucero**  
Associate Director

**Paul Nguyen**  
CVSuite™ Data Curator and Technology Associate

**Madalena Salazar**  
Program Manager, IMTour™

**Laurel Sherman**  
Project Coordinator

**Christina Villa**  
ZAPP® Manager

**Matt Virlee**  
Project Manager, GO Smart™

## Scheduled Meetings of the WESTAF Board of Trustees

Please note that the winter meeting of the WESTAF Board of Trustees is scheduled to coincide with the annual WESTAF Leadership and Advocacy Seminar in Washington, DC. Because the scheduling of that meeting depends on the congressional calendar, the date for winter meetings of the trustees are usually not known until November or December in the year preceding the meeting. Also, please know that, although we make every effort to hold meetings in the locations that are identified in this document, the WESTAF chair is empowered to change the location, should there be a reason to meet elsewhere. Thus, if you are planning personal travel to an area of the WESTAF region based on the the presence of a board meeting, we advise that you check with the WESTAF office to confirm that the meeting scheduled for that location is actually going to occur in that place.

The formal WESTAF meetings usually begin at 6:00 p.m on the first day and conclude no later than 2:30 p.m. on the second day. Committee meetings (Executive Committee and Board Development Committee) may be scheduled for as early as 3:00 p.m. on the first day of the meeting.

### May, 2018

Las Vegas, Nevada

Wednesday, May 16 and Thursday, May 17

### October, 2018

Bozeman, Montana

Wednesday, October 24 and Thursday, October 25

### February, 2019

Washington, D.C.

Days of the week and dates to be determined (usually Tuesday/Wednesday/Thursday)

### May, 2019

Salt Lake City, Utah

Wednesday, May 15 and Thursday, May 16

### October, 2019

Tucson, Arizona

Wednesday, October 23 and Thursday, October 24

### February, 2020

Washington, D.C.

Days of the week and dates to be determined (usually Tuesday/Wednesday/Thursday)

### May, 2020

Boise, Idaho

Wednesday, May 20 and Thursday, May 21

October, 2020

Santa Fe, New Mexico

Wednesday, October 28 and Thursday, October 29

February, 2021

Washington, D.C.

Days of the week and dates to be determined (usually Tuesday/Wednesday/Thursday)

May, 2021

Honolulu, Hawai'i

Wednesday, May 19 and Thursday, May 20

October, 2021

Denver, Colorado

Wednesday, October 27 and Thursday, October 28

February, 2022

Washington, D.C.

Days of the week and dates to be determined (usually Tuesday/Wednesday/Thursday)

May, 2022

Seattle, Washington

Wednesday, May 18 and Thursday, May 19

October, 2022

Anchorage, Alaska

Wednesday, October 26 and Thursday, October 27

February, 2023

Washington, D.C.

Days of the week and dates to be determined (usually Tuesday/Wednesday/Thursday)

May, 2023

San Francisco, California

Wednesday, May 17 and Thursday, May 18

# Travel Expense Reimbursement Policy for WESTAF Guests

*As Revised December 2016*

WESTAF (Western States Arts Federation) reimburses persons traveling on WESTAF business for actual and necessary travel expenses up to a reasonable amount. When traveling on WESTAF-related business, please exercise prudence.

## **When the Completion of the Form is Required**

The travel expense form (attached) must be completed when requesting a reimbursement. All expenses for which reimbursement is sought must be documented in the form of a receipt that contains details of all the items purchased. All reported expenses including hotel, airline, limo, parking, and meals, require a detailed receipt. A detailed receipt is not the final credit card charge receipt the purchaser signs, but rather the itemized list of goods or services and the charge for each. The detailed receipt should be accompanied by the related signed credit card receipt.

## **Presenting Your Reimbursement Request**

To qualify for a reimbursement, please present the documentation of your expenses in the following format:

- Complete the expense reimbursement form and place the form at the top of a paper-clipped reimbursement packet.
- On an 8 ½ “ by 11” piece of paper, provide notes of your trip so that the accounting staff can book the travel expense to the proper account. For example: *June 17, 2014 - travel to Denver to participate in a meeting of performing arts touring administrators*. Also, if you incurred some kind of unusual expense, please note why. For example: *An extra night in Denver was required because the airport was closed due to a large snowstorm*.
- All receipts should be laid out and taped to an 8 ½” by 11” piece of paper and attached as the last of three items in the expense reimbursement packet.

## **Reimbursement for Meals**

WESTAF does not have a per diem meal policy in which the individual may spend any amount on a meal provided all meals fall below a total meal allowance for the day. Rather, WESTAF allows travelers to spend up to a limited amount for each meal. The allowable maximum costs for the meals are: a) breakfast--\$10.00; b) lunch--\$12.00; and c) dinner--\$25.00. Total daily meal costs should not exceed \$47.00. Other WESTAF restrictions on meal reimbursement are:

- WESTAF will not reimburse a tip at more than the 20% level. In addition, the tip is considered to be part of the meal price. Thus, for lunch, a meal plus tip will not be reimbursed for an amount of more than \$12.00.

- Detailed receipts for meals are required, not optional. WESTAF will not reimburse or pay for meals unless a detailed receipt is provided.
- Because of restrictions on the NEA funds it receives, WESTAF cannot use NEA funds to reimburse the purchase of liquor. Thus, WESTAF discourages those traveling on WESTAF business from seeking reimbursement for the purchase of liquor.
- WESTAF does not reimburse for snacks or coffee, unless they are purchased in lieu of a meal.
- When traveling for WESTAF-hosted meetings and events, meal expenses will not be reimbursed if the meal is provided by WESTAF.

### **Additional Fees for Travel:**

WESTAF does not pay for seating preferences or extra baggage fees. The traveler can purchase these on their own when checking in; however, these fees will not be reimbursed unless approved in advance by WESTAF for special circumstances such as transporting meeting materials or special equipment as requested by WESTAF.

### **Mileage**

Mileage is reimbursed by WESTAF at up to \$0.485 per mile. If a personal vehicle is used for an extended trip, the reimbursable amount is the lesser of the individual mileage rate versus the cost of renting a car (including gas), or the round trip coach airfare for the same period.

### **Timely Submission of Reimbursement Requests and Expense Reports**

Travel expense reports must be printed in ink, signed, dated, and returned to WESTAF with the appropriate receipts within 30 days of the completion of a trip.

### **In-Kind Tracking**

Please record the value of your in-kind contributions of time and other services at the bottom of the expense reimbursement form. This information is used to help match the funds the NEA allocates to WESTAF on a matching basis.

### **Approval of Expense Reports**

All reimbursement requests and expense reports are subject to the approval of the executive director and/or the finance officer.

**END**