

# WESTAF

## Board of Trustees Meeting



*Image of North Michigan Park Recreation Center by Stephanie Gassman*

**Alexandria, Virginia**  
**January 31 - February 1, 2017**

# Table of Contents

- [Board of Trustees Agenda](#)
- [Minutes of the Board of Trustees, Tacoma, Washington October 26 - 27, 2016](#)
- [Board Development Committee Report, November 2016](#)
- [FY17 Financial Update](#)
- [FY17 Cash Summary](#)
- [Earned Income Summary Notes](#)
- [Earned Income Summary FY17](#)
- [Proposed Amendment to WESTAF's Bylaws](#)
- [Exploration of New Technology](#)
- [Report on WESTAF Summit, Tacoma, Washington, October 26 - 28, 2016](#)
- [Board of Trustees Contact List](#)
- [Board of Trustees Biographies](#)
- [WESTAF Staff List](#)
- [Future WESTAF Board Meetings](#)
- [WESTAF Travel Expense Reimbursement Policy](#)
- [WESTAF Travel Expense Reimbursement Form](#)

# Agenda

Meeting of the WESTAF Board of Trustees  
Alexandria, Virginia  
January 31 and February 1, 2017

## Tuesday, January 31

*Location: Liberty Ballroom, Lorien Hotel*

- 7:00 p.m. Introduction of Guests
- 7:05 p.m. Approval of the Minutes of the Previous Meeting
- 7:10 p.m. Report of the Chair
- 7:20 p.m. Report of the Executive Director
- 7:30 p.m. Introduction of Executive Director Andrea Noble-Pelant and discussion, Alaska State Council on the Arts
- 7:40 p.m. Report of the Board Development Committee
- 7:45 p.m. Finance Report
- 7:55 p.m. Vote on a minor change to the WESTAF bylaws
- 8:00 p.m. Laura Scanlan, NEA Director of States and Regions
- Update regarding NEA work with states and regions
  - Discussion
- 8:30 p.m. Update on the Long Range Planning Process
- 8:50 p.m. Review of the Key Topics of the following day's meeting
- 9:00 p.m. Adjourn

## Wednesday, February 1

- 8:15 a.m. Breakfast  
*Location: Liberty Foyer, Lorien Hotel*
- 8:30 a.m. Briefing on Current WESTAF Initiatives
- 9:00 a.m. WESTAF Board Meeting Continues - Call to Order  
*Location: Liberty Ballroom, Lorien Hotel*
- 9:05 a.m. Exploration of New Technology Related to WESTAF  
*Natalie Villa, WESTAF Project Associate*
- 10:00 a.m. Break

- 10:15 a.m. Inclusion of Seminar Attendees in a Planning Process
- 11:15 a.m. Other Business
- 11:30 a.m. Adjourn

# WESTAF Minutes of the Board of Trustees

Tacoma, Washington  
October 26, 2016

## **Trustees Present**

Virginia Gowski, Chair; Mike Hillerby, Vice Chair; Erin Graham, Secretary; Wendy Bredehoff, Treasurer; Cyndy Andrus; Michael Faison; Loie Fecteau; Karen Hanan; Jonathan Johnson; Michael Lange; Nikiko Masumoto; Natalie Camacho Mendoza; Tey Marianna Nunn; Tony Garcia; Teniqua Broughton; Dana Bennett

## **Trustees Absent**

Roy Agloinga; Tamara Alvarado; Steven Tepper

## **Staff Present**

Anthony Radich, Executive Director; Ashlee Stephenson, Senior Associate Director; Natalie Villa, Project Associate

## **Call to Order**

Gowski called the meeting to order at 4:35 p.m.

## **Approval of the Agenda**

Gowski called for a motion to approve the agenda. Hillerby moved for approval; Garcia seconded the motion. The agenda was approved.

## **Approval of the Minutes of the Previous Meeting**

Gowski called for a motion to approve the minutes of the previous meeting. Hanan moved for approval; Lange seconded. The minutes were approved.

## **Trustee Elections**

Gowski turned the floor over to Fecteau, the Chair of the Board Development Committee. Fecteau presented the names of trustees who were up for re-election to the board. Fecteau stated that the board development committee recommended the following trustees for re-election:

- Tony Garcia                      Re-elect for a two-year term
- Wendy Bredehoff              Re-elect for a three-year term

Fecteau called for a motion to approve the re-election of the trustees. Gowski so moved, Camacho Mendoza seconded. Garcia and Bredehoff were approved for board service subject to the terms of the motion.

Fecteau stated that the Board Development Committee, in consultation with the Executive Committee, had prepared an Executive Committee slate. Fecteau presented the following slate:

Erin Graham	Chair	Two-year term
Tamara Alvarado	Vice Chair	Two-year term
Roy Agloinga	Secretary	Two-year term

Cyndy Andrus	Treasurer	Two-year term
Loie Fecteau	Member-at-Large	One-year term
Joaquin Herranz, Jr.	Member-at-Large	One-year term
Wendy Bredehoff	Member-at-Large	One-year term

Fecteau called for a motion to approve the Executive Committee slate. Gowski so moved, Hillerby seconded. The Executive Committee slate was approved.

Fecteau announced that one new possible trustee, Vicki Panella Bourns of Utah, had been nominated for board service subject to her being contacted and agreeing to serve. She reported Bourns is the Director of Salt Lake City's Zoo, Arts and Parks District and has an arts advocacy background.

Fecteau asked if the board would be willing to move forward with the election of Bourns subject to the receipt of her agreement to serve. A motion was made by Bredehoff to elect Bourns subject to her agreement to serve, Faison seconded. Bourns was approved for board service subject to the terms of the motion.

Fecteau stated that the annual governance trustee survey had been completed and noted that the nearly all trustees had been contacted. Fecteau commented that the trustees were satisfied with communication and meeting arrangements related to governance. She also commented that during the interview process, some trustees voiced concerns about Radich's transition and the process that would be used to secure new staff leadership.

At this point, Graham, who was elected Chair assumed the leadership of the meeting.

### **Revision of WESTAF By-Laws**

Johnson noted that, during his orientation to serve on the board, he noticed that in the WESTAF bylaws, Hawai'i was not included in the list of states WESTAF serves. Johnson proposed that the bylaws be amended to include Hawai'i under Article 1, Section 1, *Definition of WESTAF*.

Johnson moved that the bylaws change process that would result in Hawai'i being listed as one of the 13 Western states listed in the WESTAF bylaws be initiated.

Hanan inquired as to whether the addition of Hawai'i was a correction or an update.

Radich stated that it is an update as when the bylaws were written, Hawai'i was not a participant in WESTAF.

Gowski seconded the motion. The motion was approved.

### **Finance Report**

Andrus asked Radich to provide the report. Radich pointed out the key features of the finance report as of August 31, 2016:

- WESTAF will fall short by \$68,00 in cash terms for the year, however, he noted this does not take into account that Nevada and California had not yet paid their WESTAF fees which together total approximately that amount..
- The CaFE™ project grossed \$100,000 more than last year.
- The CVSuite™ project increased its sales due primarily to the addition of full-time sales staff.

- WESTAF has brought in new money through the search services it is providing.
- CaFE™ and GO™ expenses were higher than initially projected due to investments in the products to meet market demands.
- The Public Art Archive™ had a line in the report indicating a large amount of money flowing into the project and then flowing out. He noted that this dynamic represented funds received from a foundation to support a workshop in early September.
- The WESTAF office was renovated and unbudgeted expenses related to that activity impacted overall budget to the negative.

Graham called for a motion to approve the finance report. Faison moved, Graham seconded. The finance report was approved.

### **Report of Chair**

Graham thanked the trustees for selecting her and deferred to Gowski to give a Chair report.

Gowski stated that WESTAF has been busy in the past month with the Executive Director Forum, the symposium on state arts advocacy and preparation for the joint meeting of the trustees, the multicultural committee and Emerging Leaders of Color alumni.

Gowski stated that the symposium on arts advocacy was timely and underscored the desire of many to move state arts advocacy efforts to the next level. Gowski noted that the symposium just might prompt improvement in the state arts advocacy field.

Gowski concluded by reporting that the Executive Director Forum contained a great discussion around diversity and inclusivity in state arts agencies.

### **Report of Executive Director**

Radich reported the following:

- Due to the sale of its current building, WESTAF will need to move its office to a new location in Denver. Radich reported that once WESTAF's five-year lease comes to an end in December 2017, the new owners would be moving into the WESTAF space.
- WESTAF has been contacted by an attorney in Florida who claimed that the way the ZAPApplication® jury score functionality is used in ZAPP is a violation of a patent held by Juried Art Services. He informed the trustees that staff was working with the WESTAF attorney to rebut this charge which he stated was without merit.
- There may be more pressure than usual on the WESTAF budget in the coming year. This is due to the expansion of various projects and also costs related to the planning process. Radich noted that he is not overly concerned about going over budget provided doing so does not become systemic.
- Radich noted that he would soon travel to Alaska to work with the Alaska Council on the Arts on their initiative to turn the Council into a private-public entity. He noted that WESTAF had already invested in the Alaska "public-private" initiative.

- The subject of the 2017 symposium has been set and it is on the future of the public art field. The event will be convened in November of 2017.

Masumoto asked if the discussion on state arts advocacy at the October, 2016 symposium would impact the way WESTAF structures the meeting in DC in February.

Radich stated that the subject may be part of the agenda but that the focus of that meeting would remain on funding for the National Endowment for the Arts.

### **WESTAF Investment Policy**

Radich noted that at the Fall meeting, WESTAF investment advisor Tim Schott normally would present an overview of the performance of the organization's investments. However, he noted that because of the packed agenda of the current meeting, there was not enough time to do so. Radich directed the trustees to the investment report and the investment policy which were presented in the board book. Faison moved to approve the current investment policy, Hillerby seconded.

Lange asked if there was a yearly target to expand the fund. Radich responded that there was not a yearly target but that the long-term goal was a cash reserve of \$1 million. He stated that adding to the reserve is not a priority as the major cash priority at the organization was the investment and reinvestment of funds to further grow technology projects. Lange asked when the last time a large amount of money was put in the fund. Radich stated that the last time significant funds were added was six or seven years ago. Lange asked if there was discussion about using these funds as real estate investment. Radich stated that such a move would be on the table during the necessary move to a new building.

The investment policy was approved.

### **Presentation, Discussion, and Adoption of the FY 2017 Budget**

Radich described the budget process and timeline. He then highlighted three charts that were handed out to the trustees:

- One chart illustrated WESTAF's overall financial growth since 2002 and illustrated trends in expenses, net assets and income.
- Another chart illustrated the long-term gross income trend from 2008 through 2015.
- The final chart displayed the total financial activity for the organization especially "pass through" funds associated with the ZAPP® and CaFE™ projects.

Broughton asked if the earned income chart included the management fee from ZAPPLication®.

Radich explained that the earned income on the chart included licensing fees for the different earned income programs and did not include the management fee.

Radich brought the following points to the attention of the trustees regarding the draft FY17 Budget:

- Further growth for the CaFE™ project is predicted. The project increased its gross income by \$100,000 in FY16.
- Staff is projecting a decline in GO™ revenue due to the repositioning of the system. He noted that after the project is repositioned, revenues were expected to grow again.

- The Public Art Archive™ project will be seeking outside financial support to build an online collection management tool. Plans are to do so in partnership with Lyris and CollectionSpace.
- Staff projects that the ZAPP™ payout will be the same (\$250,000) as in the past two years.
- The budget for programs and services is similar to the budget of past years.
- Staff is proposing a new line in the budget for the planning effort. A total of \$35,000 has been allocated to that line on a draft basis.
- Personnel and benefits costs are up.
- Overhead costs should remain the same primarily because staff believes the costly move to a office will occur in FY18.

Lange asked if WESTAF feels confident with the 7% increase in health care. Radich replied that he was confident of the estimate for health care and noted that staff had been moving to a less costly health care structure over the past two years.

Lange asked what the payment for writing letters for international visa was. Radich replied that WESTAF was authorized to write letters advising on the the artistic quality of foreign nationals seeking to work in the United States. He commented that immigration attorneys contact WESTAF on behalf of clients and pay a fee for an advisory letter.

Lange asked what the “security training” is for Adam Sestokas. Radich explained that WESTAF online projects and systems need regular security updates to ensure that the programs are PCI compliant. He noted that Sestokas was the technology expert who needed the training to put new technology security measures in place.

Hanan asked for clarification about the folk arts expenditure. Radich stated that WESTAF, as a regional arts organization, is allowed to apply to the NEA for funds to support a folk arts project. However, to do so, WESTAF needs to work with an outside folk arts group. He reported that the folk arts group that worked with WESTAF in the past did not approach WESTAF for 2017 funds and thus WESTAF did not seek the funds from the NEA.

Hanan asked how WESTAF technology projects were rated in terms of accessibility. Radich replied that WESTAF products fall in the middle range in the accessibility arc of compliance. He stated that WESTAF’s position in this area was not great and can be improved. He noted, however that WESTAF can accommodate people with disabilities.

Graham noted that WESTAF’s fiscal year started October first. She noted that the budget has been vetted by the Executive Committee and that changes had been made to it during that review.

Graham called for a motion to approve the FY 17 budget. Bredehoff so moved, Camacho Mendoza seconded. The budget was approved.

### **Executive Director Review**

Graham took the trustees into executive session along with Radich to conduct his annual evaluation.

### **Adjourn**

Graham adjourned the meeting at 6:30 p.m. MDT

# Board Development Committee Report

Board Development Committee Notes  
Via Conference Call  
November 30, 2016, 9:00 a.m. MDT

## **Committee Members Present**

Loie Fecteau, Chair; Tamara Alvarado; Cynthia Andrus; and Wendy Bredehoft

## **Committee Members Absent**

Erin Graham and Roy Agloinga

## **Staff Present**

Anthony Radich, Executive Director; Ashlee Stephenson, Senior Associate Director; and Laurel Sherman, Project Coordinator

## **Call to Order**

Fecteau called the meeting to order at 9:04 a.m.

## **Approval of the Agenda**

Fecteau called for a motion to approve the agenda. Alvarado moved approval, Bredehoft seconded the motion. The agenda was approved.

## **Update and Review of Vacancies and Target States**

- Fecteau: There are 18 current members of the WESTAF board of trustees and the board is allowed as many as 22 members.
- Andrus: Need to take time selecting new members, especially with the current in-depth planning process taking place.
- Bredehoft: Agreed. Even though there are some vacancies, we are in good shape to strategically fill positions based on needs.
- Alvarado: Agreed. No need to put people on the board to fulfill superficial needs. We need to look at the Multicultural Committee and ELC as pipelines. Fecteau: Agree.
- Radich: Many board members' terms expire in October of 2017, however, these individuals have time left to serve and are likely to be re-elected. The trustees with terms expiring 10-17 are: Graham, Herranz, Agloinga, Andrus, Alvarado, Faison, and Johnson.

## **Considerations Related to the Selection of Additional WESTAF Board Members**

### *Technology*

- Radich: A background in technology does not equal an understanding of WESTAF's work in technology. We need trustees with knowledge of technology but they need to also know how nonprofits work with tech--it is not a typical venture capital-funded approach.
- Radich: WESTAF has technicians on staff. What it needs are strategic thinkers that understand WESTAF's approach to technology-driven earned income.

- Radich: Suggested places to look for appropriate technology-informed trustees are: nonprofit hospitals with technology plays, university innovation centers, and other nonprofit organizations. He noted that ArtsWA Board Chair Bassem Bejjani was a good example of this kind of person.
- Fecteau: Is there a comparable person in a sister field? Radich: Perhaps environmental organizations.
- Andrus: We should also look into areas of design, branding, and marketing related to technology. Innovation is an important part of the technology industry.
- Fecteau: Universities may have experts.
- Alvarado: We should seek out futurists.
- Radich: We could also look for WESTAF-compatible employees in large companies. These may be outliers but those people are probably around.
- Radich: The WESTAF staff will research these possibilities.

### *State Government*

- Radich: We have had some great examples of trustees with significant knowledge of state government. For example, Dale Erquiaga and Mike Hillerby. We now have Dana Bennett who has great public sector experience and is very knowledgeable.
- Bredehoff: NCSL where WESTAF found former trustee Corina Eckl is a good place to look. We should also consider a state legislator who went back into business but is interested in our work.
- Bredehoff: Hillerby was good because he is a lobbyist and senior advisor to a governor. Erquiaga also.
- Radich: We should also look at corporate lobbyists.
- Andrus: State field representatives no longer working in that field can be great sources of information.
- Fecteau: SAAs are always seeking partner entities they can work with to make joint investments and a person affiliated with a potential partner could be a good trustee.
- Radich: How comfortable are you with having someone from outside the region on the board? All stated they were comfortable as long as there were not too many seats going to people from outside the region.
- Bredehoff: National perspectives could be good
- Radich: Westerners who migrated East, came through the ranks of US Senate staff could be good possibilities.
- Andrus: Former member of Congress Pat Williams or his wife would be great trustees.

### *Financing*

- Radich: Examining ways to obtain more financing to build technology projects is an important discussion within the current planning process. Having board members with experience across an array of financing structures would be helpful.
- Bredehoff: Futurists could be helpful here.
- Alvarado: Look for experts with experience in the area of creative funding for nonprofits. Find out who does that work.
- Radich: Loan funds have been discussed at WESTAF in the past.

### *Diversity*

- Radich: The trustees lack diversity among SAA directors, however, that group is difficult to influence in terms of how they are selected.
- Fecteau: Always keep diversity at the forefront. Investment in and a commitment to the ELC and MC pipelines.

- Alvarado: Salvador Acevedo would be a great board member. He is engaged in both nonprofit and corporate sector work and is a futurist.
- Radich: WESTAF has two California trustees, but three would be good for such a big state.
- Radich: The board is lacking rural diversity other than Nikiko Masumoto and Roy Agloinga.
- Andrus: A lot of the West consists of big rural states and we should pay attention to that fact.
- Andrus suggestion: Someone from the PIO world (media, marketing).

### **Adjourn**

Fecteau adjourned the meeting at 9:46 a.m.

# WESTAF Finance Update

For the Period Ended December 31, 2016

## Earned Income Programs

- Income is ahead of schedule due to the receipt of the full ZAPP® partner payout of \$250,000 in the month of December.
- Expenses are a bit ahead of income at 39%. This is due to costs associated with intensive software development that was scheduled early in the year.
- In the coming months, approximately \$2,500 will be transferred to WESTAF for YouJudgelt™ that has been collected this year to date.

## Discretionary Income

- The only income showing from states in the current fiscal year is income from the California Arts Council which has paid its FY 17 participation fee within the current fiscal year. At this point, all states have paid their FY 17 fees. The states will next be invoiced this coming summer for FY 18 fees.

## Programs & Services:

- Per precedent, the NEA administrative income is fully requested within the first four months of the year.
- With so many events held early in the fiscal year and the upcoming Washington, DC meeting convening in late January/Early February which is relatively early in the fiscal year, program and state services expenses are ahead of the 25% benchmark for this time of year.

## Operations

- Operations expenses – including payroll and non-payroll costs - are on track for this point in the year. These costs include some items delayed for purchase until the new fiscal year to ensure they are captured in the correct cash period.

The accrual numbers listed below the cash net do not yet include the audit adjustments from closing out FY16. The majority of these adjustments are from deferred revenue for GO and state participation fees.

Submitted by: Amy Hollrah, Finance Director

# FY17 Cash Summary

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

## WESTERN STATES ARTS FEDERATION Cash Report For Dec 31, 2016

Code	Program Name	Actual Year-to-date			FY16 Budget			% of Budget	
		Income	Expense	Net	Income	Expense	Net	Revenue	Expense
<b>EARNED INCOME PROGRAMS</b>									
525	IMT	-	19,733	(19,733)	-	-	-		
535	YouJudgelt.com	-	10,017	(10,017)	15,000	25,000	(10,000)	0%	40%
545	GO *	83,250	142,812	(59,562)	560,000	320,000	240,000	15%	45%
555	CaFE	117,425	72,483	44,942	430,000	200,000	230,000	27%	36%
556	Public Art Archive	750	9,849	(9,099)	8,000	50,000	(42,000)	9%	20%
565	CVSuite	31,850	27,094	4,756	140,000	65,000	75,000	23%	42%
	CVS Loan payback		-	-		50,000	(50,000)		0%
575	ZAPP Management	208,218	-	208,218	861,372	-	861,372	24%	
575	ZAPP Partner Payout	250,000	-	250,000	250,000	-	250,000	100%	
580	Software Research	-	-	-	-	5,000	(5,000)		0%
590	Search Services	-	1,260	(1,260)	15,000	-	15,000	0%	
	000 & 500 General Eamed Income	750	3,681	(2,931)	-	17,500	(17,500)		0%
	<b>SUBTOTAL:</b>	<b>692,243</b>	<b>286,929</b>	<b>405,314</b>	<b>2,279,372</b>	<b>732,500</b>	<b>1,546,872</b>	<b>30%</b>	<b>39%</b>
<b>DISCRETIONARY INCOME</b>									
100	NEA Regional Plan	290,468	(0)	290,468	873,600	22,000	851,600	33%	0%
101	States	38,279	-	38,279	317,390	-	317,390	12%	
	<b>SUBTOTAL:</b>	<b>328,747</b>	<b>(0)</b>	<b>328,747</b>	<b>1,190,990</b>	<b>22,000</b>	<b>1,168,990</b>	<b>28%</b>	<b>0%</b>
<b>PROGRAMS &amp; SERVICES</b>									
121&122	NEA Admin 20%	116,640	42	116,598	153,080	8,500	144,580	76%	0%
140-160	Programs & Services	889	106,841	(105,952)	25,000	328,000	(303,000)	4%	33%
300-370	State Services (incl 000)	-	72,944	(72,944)	10,000	101,000	(91,000)	0%	72%
	<b>SUBTOTAL:</b>	<b>117,529</b>	<b>179,827</b>	<b>(62,298)</b>	<b>188,080</b>	<b>437,500</b>	<b>(249,420)</b>	<b>62%</b>	<b>41%</b>
<b>OPERATIONS</b>									
600-700	Non-Personnel Operations	-	121,203	(121,203)	-	375,500	(375,500)		32%
683	Personnel & Benefits	-	510,726	(510,726)	-	2,085,822	(2,085,822)		24%
700	Development	50	-	50	-	-	-		
	<b>SUBTOTAL:</b>	<b>50</b>	<b>631,929</b>	<b>(631,879)</b>	<b>-</b>	<b>2,461,322</b>	<b>(2,461,322)</b>		<b>26%</b>
<b>CASH NET:</b>		<b>1,138,569</b>	<b>1,098,685</b>	<b>39,884</b>	<b>3,658,442</b>	<b>3,653,322</b>	<b>5,120</b>	<b>31%</b>	<b>30%</b>

Accrual Adjustments                      689,880                      (982,321)                      1,672,201

**ACCRUAL NET:**                                      **1,828,449**                                      **116,364**                                      **1,712,085**                      Pre-audit adjustments.

Adjustments include NEA, depreciation, investments, accruals, prepaids, deferred revenue, capitalization and fixed assets.

<b>WESTAF's Share of ZAPP:</b>	<b>\$ 257,683</b>	A WESTAF asset, representing a 80.96% share.
<b>ZAPP Flow Through Activity:</b>	<b>\$ 4,494,612</b>	Estimate of client funds flowing through our financial office since Oct 1, 2015.
<b>CaFE Flow Through Activity:</b>	<b>\$ 435,083</b>	Estimate of client funds flowing through our financial office since Oct 1, 2015.
<b>Balance of Cash Reserve Accounts:</b>		
<b>Cash Reserve</b>	<b>\$ 95,273</b>	Code 1020
<b>Investments</b>	<b>\$ 736,042</b>	Code 1400
<b># of States that have not yet paid FY17 fees:</b>	<b>0</b>	All states have paid their FY17 fees.
<b>Amounts yet to be spent on NEA Grants:</b>	<b>NEA15 \$ 159,725</b>	20% ending 12/31/17
	<b>PAD15 \$ 52,624</b>	53% ending 5/31/17
	<b>NEA16 \$ 617,830</b>	79% ending 12/31/18

\* 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.

Compiled by ATH on 1/16/17

## Earned Income Summary Notes

The Earned Income Summary is presented three times a year at each full meeting of the WESTAF trustees. The items in this summary that staff would like to call your attention to are:

### **Call for Entry™ (CaFE™)**

The CaFE project continues to grow and additional growth is projected for FY17.

### **GO™ Online Grant Systems**

The GO project is being repositioned. Some of the expenses incurred last year were related to a reformatting of the software to prepare for this repositioning. In the coming year, revenues are expected to drop substantially and are projected to grow again in FY18. Expenses are on track to also drop. The result is planned to be a more profitable online grants project, even with temporarily fewer clients.

### **CVSuite™**

The CVSuite project is benefitting from new sales. The addition of a sophisticated demographics capability is expected to further boost sales.

### **ZAPPLication®**

The ZAPPLication (ZAPP®) project continues to grow; however, the product is the dominant player in the market and has little additional room to grow. Soon, however, new fee-for-service features will be added to the site and this is projected to further increase revenues.

**END**

# Earned Income Summary

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

## Western States Arts Federation

### EARNED INCOME SUMMARY

FY2017

Quarter 1 Ended as of 12/31/16

CaFE™	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16 audit	FY17	a
<b>Licensees</b>	15	59	69	62	180	222	303	475	601	802	946	1,001	
<b>Applications</b>	24	85	128	159	284	337	659	1,723	2,173	3,001	3,417	4,141	
<b>Revenue</b>	33,508	86,009	139,846	151,819	185,644	171,945	200,879	226,894	398,539	502,140	556,350	110,442	
<b>Expense</b>	49,326	24,365	34,482	74,302	82,645	142,987	74,057	156,176	175,187	257,503	286,635	61,487	
<b>GO</b>													
<b>GO Licensees</b>	21	21	25	41	44	38	45	43	49	60	59	59	
<b>Revenue</b>	246,973	358,616	453,199	263,669	336,865	260,577	333,002	413,978	406,949	473,140	547,661	321,165	
<b>Expense</b>	298,739	455,530	337,019	172,155	119,041	348,108	405,129	320,961	317,560	426,459	593,193	101,702	
<b>CVSuite™</b>													
<b>Licenses (Note - FY15 "report")</b>	2	6	5	9	14	13	16	18	21	20	24	24	
<b>Revenue</b>	15,000	45,500	18,000	57,600	93,000	109,701	84,000	98,730	76,917	45,283	107,643	110,582	d
<b>Expense</b>		19,357	13,797	44,170	93,037	107,557	73,717	97,833	69,993	105,089	99,028	42,083	
<b>ZAPP®</b>													
<b>Licensees</b>	53	100	172	235	258	305	333	359	424	461	491	498	
<b>Events</b>	70	133	254	354	410	468	548	613	673	710	764	794	
<b>Revenue</b>	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	476,351	a
<b>Expense</b>	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	417,548	a

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

a) FY16 financials are not finalized: these numbers include some accrual but are mostly cash. Full accrual entries happen at the end of the fiscal year.

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 1/20/17 by Amy Hollrah, Christina Villa, Raquel Vasquez, Susan Gillespie, Natalie Villa & Erica Antioco.

# Proposed Change to WESTAF Bylaws

The proposed change is the addition of Hawai'i to the list of state arts agencies mentioned in *ARTICLE 1* of the bylaws.

The existing text reads:

## *ARTICLE I*

### *Definition, Purpose & Principles*

*Section 1: Definition. The Western States Arts Federation is a private not for profit corporation serving as a regional consortium led by state arts agencies in Alaska, Arizona, California, Colorado, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, and Wyoming to support the artists and audiences of the region.*

The draft text proposed for approval is:

## *ARTICLE I*

### *Definition, Purpose & Principles*

*Section 1: Definition. The Western States Arts Federation is a private not for profit corporation serving as a regional consortium led by state arts agencies in Alaska, Arizona, California, Colorado, **Hawai'i**, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, and Wyoming to support the artists and audiences of the region.*

### **Why is this change being made?**

This change to the bylaws corrects an oversight. When the bylaws were heavily revised in the mid 1990s, the Hawai'i State Foundation on Culture and the Arts was not a participant in WESTAF. When the Foundation rejoined WESTAF in 2006, including Hawai'i in the list of participants in WESTAF as presented in the bylaws was not addressed. Trustee Jon Johnson from Hawai'i brought this to WESTAF's attention.

## Exploration of New Technology Related to WESTAF

Natalie Villa, WESTAF project associate, will make a presentation on emerging technologies that might find application in the work of WESTAF. Villa manages the YouJudgelt™ program, assists in the organization of meetings of the WESTAF trustees, and works across programs to help coordinate communication with the WESTAF executive director. Villa was recently awarded Best Amateur Film and Audience Choice at the Ridgway Moonwalk Film Festival for her short film, *With the Power of a Thousand Suns*. Villa earned a bachelor of fine arts degree in film and television from the University of Colorado at Denver. She recently produced the [WESTAF video celebrating the National Endowment for the Arts' 50th anniversary](#).

# Report on the WESTAF Trustees, Multicultural Advisory Committee and Emerging Leaders of Color Alumni Summit

## Introduction

Presented below is the report on the meeting with the Emerging Leaders of Color Alumni, Multicultural Advisory Committee and WESTAF trustees that occurred in October 2016. The discussion of this report and the summit will be an agenda item at the May 2017 trustee meeting.

TO: Members of the WESTAF Board of Trustees  
Members of the WESTAF Multicultural Advisory Committee,

FR: Chrissy Deal, Program Associate, WESTAF Multicultural Initiative

RE: Summit Report

DT: November 30, 2016

CC: Anthony Radich, Executive Director, WESTAF  
Ashlee Stephenson, Senior Associate Director

## Rationale, Format & Goals

Following five years of programming to develop emerging of leaders of color, WESTAF convened a joint meeting of the WESTAF trustees, the members of the WESTAF Multicultural Advisory Committee and selected alumni of the Emerging Leaders of Color (ELC) program. Termed a “Summit” the core purpose of the convening was to identify ways to continue to ensure the infusion of of leaders of color into leadership positions in the arts. The Summit included a dinner and day-long joint meeting of the WESTAF trustees, the members of the Multicultural Advisory Committee, 21 alumni of the ELC program and four members of the WESTAF staff. Meeting goals included:

- Educating and further informing the WESTAF Trustees of the current environment for people of color in the arts and culture sector;
- Identifying a series of action steps that WESTAF can take to advance inclusion and equity in the arts and culture sector of the region; and
- Building a higher level of familiarity and expanded trust among the WESTAF Trustees, Committee members and alumni of the Emerging Leaders of Color program.

## ELC Dialogue Outcomes

Following the joint meeting, the ELC alumni spent an additional day with the members of the Multicultural Advisory Committee regarding ways to enhance the current ELC program and also ways to further define potential roles for ELC alumni both inside of WESTAF and outside of the organization. Five action items articulated by the ELC alumni were:

- *Prepare the Field of Arts and Culture for an Infusion of Leaders of Color*
  - WESTAF should consider ways to raise awareness among peer and partner organizations regarding the qualities characteristics of the next generation leaders of color such as their work styles, values, and expertise.
  - Staff Comment: A number of toolkits already exist for organizations interested in adopting inclusive practices yet, things remain relatively unchanged in the sector. WESTAF will design and deploy a more hands-on approach for these organizations and provide consultation to agencies or institutions seeking guidance on such matters.
  
- *Provide Additional Staff Support for the ELC Alumni Network*
  - Cultivate an additional staff person at WESTAF in order to service an ever-expanding ELC network.
  - Staff Comment: Additional revenue streams will also need to be identified to augment the current budget for in order to expand expenditures related to the Multicultural Initiative.
  
- *Support Ongoing Convening of the ELC Alumni Network*
  - Provide for the continuous engagement of program participants in WESTAF-sponsored and/or endorsed workshops, conferences or other high-level convenings.
  - Staff Comment: For the past several years, WESTAF has made the inclusion of ELC alumni into WESTAF-sponsored or related events normal practice. Since 2013, ELC alumni have had a presence at events such as the Arts Leadership and Advocacy Seminar, cultural policy symposia, the annual ZAPP conference, and the 2016 NEA/Kennedy Center Future of Arts & Creativity convening. This involvement will continue at the same level if not increase as the statewide networks strengthen.
  
- *Activate the ELC Alumni Network Through WESTAF Platforms and Programs*
  - Develop an online resource for the field to gain access to the knowledge and perspectives of the ELC alumni. These alumni would provide content (blog posts, webinars, state-specific data) and could be tapped as grant panelists, presenters, consultants in a variety of areas.
  - Staff Comment: There is a strong desire to create an online forum that will facilitate dialogue among program alumni who want to maintain contact with one another. The tool would also allow provide the larger arts field with a flow of comment and expertise from the ELC alumni community. Staff will seek to involve key ELC alumni as advisors in the development of the site in order to ensure the site is responsive to their needs as well as WESTAF's.
  
- *Formalize the ELC Alumni Network in Each of the WESTAF-Region States*
  - Work with the the ELC alumni to establish and fortify networks within each of the 13 western states. Serve as mentors to incoming ELC program participants.
  - Staff Comment: WESTAF will need to stay informed of progress made in each state or sub-region and determine its level of involvement once efforts get off the ground.

### **Multicultural Advisory Committee Evaluation**

Following the Summit and the forum for ELC alumni and members of the WESTAF Multicultural Advisory Committee (MAC), the members of the MAC were convened by phone and asked to evaluate the meeting. Committee members advised that the meeting was a successful “first” for WESTAF. They further noted that the

meeting would have a positive impact on WESTAF's overall work with the ELC and the MAC. They noted that the gathering was one of like-minded individuals who are clearly invested in their communities as arts advocates and leaders. They noted that time was well spent in terms of networking and the sharing of ideas about how best to collectively impact the field.

Areas cited for improvement centered on concerns about the disjointedness between the two groups-- the ELC being one, and the Board and MAC the other. When the groups were not working together, there was not a clear understanding from either group regarding the work the other group(s) were engaged in. Some ELC participants expressed feelings of being "left out" and therefore, disempowered. MAC members acknowledged the challenges of conducting strategic planning conversations on top of a very packed agenda and suggested the groups do not meet concurrently should another joint meeting occur in the future.

Most MAC members recognized the need to succinctly describe everything WESTAF does, including in the area of technology development as well as WESTAF's structures and committees to ensure all parties have a clear understanding of their role as a valued stakeholder and potential partner in meeting organizational goals and objectives.

Several members remarked that the final day, Friday, was, in many ways, the most significant day of the gathering. During that day the ELC, faculty and WESTAF staff developed a list of action steps. As the ELC alumni processed the events and conversations of the previous two days, they assumed control of the discussion and, in collaboration with MAC members present, crafted the aforementioned action items for WESTAF's consideration using their own facilitation processes. The Summit was considered a strong affirmation of WESTAF's approach to advancing equity in the field through leadership development.

### **Next Steps for WESTAF**

WESTAF staff will continue ELC program recruitment efforts for a new cohort in 2017, explore strategic partnerships and opportunities for growth and will also determine how WESTAF engages with ELC alumni as partners moving forward.

Chrissy Deal will oversee the development of a Multicultural Initiative plan for 2017 that will address many--but not all--of the issues and strategies articulated in the ELC-generated action steps. This plan will include but is not limited to:

- Updated MAC recommendations to the WESTAF trustees
- Continued engagement with the ELC Network in support of statewide or sub-regional networks
- Development of a website for ELC alumni and others to utilize as a forum to share information, expertise, and opportunities
- Invention of a process by which to engage each of WESTAF's technology managers/directors to determine how to meet WESTAF's goal of developing "culturally responsive technology systems"
- The crafting of a proposal to the Regional Arts Organizations (RAOs) to implement a regional or national ELC-type program
- The generation of ideas regarding how to work with NASAA to advance diversity, inclusion and equity at state arts agencies across the country
- A business plan for WESTAF's executive search consulting that specializes in identifying diverse talent for leadership positions in the arts and culture field

The successful integration of these talented leaders into national conversations on art and cultural policy will have broad implications for the field. In addition, it will shape WESTAF's role as a developer of culturally responsive technology systems and serve as a trusted resource to state arts agencies and arts and cultural policy leaders.

**Multicultural Advisory Committee Members in Attendance:**

Lucero Arellano	Retired Arts Administrator	Sacramento, California
Teniqua Broughton	Cultural Consultant	Phoenix, Arizona
SuJ'n Chon	Program Manager, Grantmakers in the Arts (GIA)	Seattle, Washington
Loie Fecteau	Executive Director, New Mexico Arts	Santa Fe, New Mexico
Tony Garcia	Executive Artistic Director, Su Teatro Cultural and Performing Arts Center	Denver, Colorado
Eric Hayashi	Film Industry Professional	Walnut Creek, California
Aaron Miles	Natural Resource Manager, Nez Perce Tribe	Lapwai, Idaho
Tey Marianna Nunn	Director and Chief Curator, Visual Arts Program, National Hispanic Cultural Center	Albuquerque, New Mexico

**ELC Alumni in Attendance:**

Hakim Bellamy	CEO/Founder, Beyond Poetry LLC	Albuquerque, New Mexico
Brian J. Carter	Heritage Lead, 4Culture	Seattle, Washington
Jessica Ceballos	Literary Program Coordinator, Avenue 50 Studios	Los Angeles, California
Mariko Chang	Membership and Events Manager, Civil Beat	Honolulu, Hawai'i
SuJ'n Chon	Program Manager, Grantmakers in the Arts (GIA)	Seattle, Washington
Anastacio del Real	Cultural Specialist, City of Las Vegas	Las Vegas, Nevada
Christy NaMee Eriksen	President, Woosh Kinaadeiyí	Juneau, Alaska
Abe Flores	Field Education Manager, Americans for the Arts	Washington, DC
Ashley Hare	Arts Learning Director, Phoenix Office of Arts & Culture	Phoenix, Arizona
Joshua Heim	Arts Program Manager, City of Bellevue	Bellevue, Washington
Amir Jackson	Director, Nurture the Creative Mind Foundation	Ogden, Utah
Alexandria Jimenez	Manager of Outreach Programs, Museum of Contemporary Art Denver	Denver, Colorado

Candace Kita	Cultural Work and Development Coordinator, Asian Pacific American Network of Oregon (APANO)	Portland, Oregon
Nikiko Masumoto	Organic Farmer and Artist	Fresno, California
Ashanti McGee	Board Member/Grant Writer, Las Vegas Contemporary Art Center	Las Vegas, Nevada
Yvonne Montoya	Director, Safos Dance Theatre	Tucson, Arizona
Robin Mullins	Client Services Specialist, White Men as Full Diversity Partners	Portland, Oregon
Michelle Patrick	Education Training Coordinator, Denver Center for the Performing Arts	Denver, Colorado
Cheiko Phillips	Heritage Support Specialist, 4Culture	Seattle, Washington
Madalena Salazar	Principal, 3rd Space Vision	Denver, Colorado
Gabrielle Uballez	Executive Director, Working Classroom	Albuquerque, New Mexico

## Trustee Contact Information

### **Roy Agloinga\* - Secretary**

Program Officer  
Rasmuson Foundation  
P.O. Box 90964  
Anchorage, AK 99509  
(Tel.) 907-301-4917  
(Email) [royagloinga@gmail.com](mailto:royagloinga@gmail.com)  
(Term) 10/2017

### **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) 10/2017

### **Wendy Bredehoft**

3232 Ponderosa Lane  
Laramie, WY 82070  
(Tel.) 307-760-2893  
(Email) [wendybredehoft@gmail.com](mailto:wendybredehoft@gmail.com)  
(Term) 10/2016

### **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

### **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) 10/2016

### **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) 10/2017

### **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) 10/2017

### **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) 10/2016

**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) [egraham@omsi.edu](mailto:egraham@omsi.edu)  
(Term) 10/2017

**Joaquín Herranz, Jr.**

Associate Professor of Public Affairs  
Evans School 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) 10/2017

**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

**Victoria Panella Bourns**

Program Director  
Zoo, Arts, & Parks District  
2001 South State Street N3-200  
PO Box 144575  
Salt Lake City, UT 84114-4575  
(Tel.) 385-468-7057  
(Email) [vbourns@slco.org](mailto:vbourns@slco.org)  
(Term) 10/2019

**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) 10/2016

**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) 10/2017

**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 Biographies

## **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 Igłauik 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 as the treasurer for the board of WESTAF (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. 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 non-profit 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 2<sup>nd</sup> vice president. 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 MSI, 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 the WESTAF (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 HSFCA 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 [Hawai'i 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 Hawai'i 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.

### **Vicki Panella Bourns**

#### **Director | Salt Lake City Zoo, Arts and Parks District**

Vicki Panella Bourns directs the Salt Lake County Zoo, Arts and Parks (ZAP) program, which distributes approximately \$16 million dollars annually to over 170 arts and cultural organizations in Salt Lake County. Prior to joining ZAP, she assisted cultural organizations and other nonprofits with strategic planning, board development and executive searches through Panella Consulting.

Panella Bourns has worked for some of Utah's major cultural organizations including the Repertory Dance Theater, KUER (FM90) and the Salt Lake Acting Company. She served as treasurer for the Performing Arts Coalition during the planning and implementation of the Rose Wagner Performing Arts Center, a public/ private theatre development in Salt Lake City. Panella Bourns also helped transform the Utah Citizens for the Arts organization into the Utah Cultural Alliance and served as Treasurer for SAALA (State Arts Advocacy League of America). She was actively involved in SAALA's transition to Americans for the Arts State Arts Advocacy

Network (SAAN). Panella Bourns is originally from Detroit, Michigan and holds a bachelor's degree in dance and a master's in arts administration from the University of Utah.

**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

<b>Julia Alvarez</b> CaFE™ Program Associate	<b>Erica Barclay Antioco</b> Business Manager, GO™	<b>Rebecca Brown</b> Finance Project Associate
<b>Russell Corless</b> Technology Associate, GO™	<b>Chrissy Deal</b> Program Associate	<b>Janae De La Virgen</b> Administrative Assistant
<b>Susan Gillespie</b> Account Executive, Technology Solutions	<b>Lori Goldstein</b> Manager, Public Art Archive™	<b>Jessica Gronich</b> Technology Support Specialist, GO™
<b>Amy Hollrah</b> Finance Director	<b>Leah Horn</b> Director of Marketing and Communications	<b>Corey Hosch</b> GO™ Account Representative
<b>Liz Jaite</b> Technology Assistant	<b>Katherine Kreutz</b> Program Associate, ZAPP®	<b>Joann Liu</b> Communications and Support Assistant, ZAPP®
<b>Seyan Lucero</b> Associate Director	<b>Dustin Montgomery</b> Finance Project Associate	<b>Paul Nguyen</b> CVSuite™ Data Curator and Technology Associate
<b>Madalena Salazar</b> Program Manager, IMTour™	<b>Adam Sestokas</b> Director of Technical Operations	<b>De Andra Sharp</b> Technology Assistant
<b>Laurel Sherman</b> Project Coordinator	<b>Nicole Stephan</b> Program Director, CVSuite™	<b>Ashlee Stephenson</b> Senior Associate Director
<b>Priscilla Valdez</b> Finance Associate	<b>Raquel Vasquez</b> Manager of Client Services, CaFE™	<b>Christina Villa</b> ZAPP® Manager
<b>Natalie Villa</b> Project Associate	<b>Matt Virlee</b> Project Manager, GO™	<b>Susan Walicki</b> Senior Program Associate, ZAPP®
<b>Dustin Yourishin</b> Technology Associate		

## 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, 2017

Laramie, Wyoming

Wednesday, May 17 and Thursday, May 18

### October, 2017

Portland, Oregon

Wednesday, October 25 and Thursday, October 26

### February, 2018

Washington, DC

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

### 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, DC

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, DC

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, DC

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, DC

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, DC

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

**END**

# 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**