

## 2017-19 Biennium Budget Decision Package

**Agency:** 3950 - Eastern Washington State Historical Society (EWSHS)

**Decision Package Code/Title:** AG – Educator Staffing

**Budget Period:** 2017-2019 Biennium

**Budget Level:** PL - Policy/performance level

**Agency Recommendation Summary Text:** This request is for salary and benefits support of two Education Specialists to fulfill mission of RCW 27.34.070 for the Eastern Washington State Historical Society (EWSHS).

**Fiscal Summary:** Decision package total dollar and FTE cost/savings by year, by fund, for 4 years. Additional fiscal details are required below.

Operating Expenditures	FY 2018	FY 2019	FY 2020	FY 2021
Fund 001-1	\$115,948	\$115,948	\$115,948	\$115,948
<b>Total Cost</b>	\$115,948	\$115,948	\$115,948	\$115,948
Staffing	FY 2018	FY 2019	FY 2020	FY 2021
FTEs	0.0	0.0	0.0	0.0
Revenue	FY 2018	FY 2019	FY 2020	FY 2021
Fund 001-1	\$130,125	\$130,125	\$130,125	\$130,125
Object of Expenditure	FY 2018	FY 2019	FY 2020	FY 2021
Obj. A	\$78,888	\$78,888	\$78,888	\$78,888
Obj. B	\$37,060	\$37,060	\$37,060	\$37,060

### Package Description

The EWSHS is requesting that the positions of Educators/Education Specialist be supported by the state of Washington as outlined in RCW 27.34.070. These positions are to support the museum in earned revenue potential as ordered by a proviso and economic study by the Washington state legislature and Governor’s Office.

Currently there are four full time staff members working in the Museum’s education section. This request is to shift funding from donated funds to state funds to continue the education programs at the museum. This shift from local donated funds to state is because of the reduction in revenue from the museum. Shifting these funds will allow the museum to fund more exhibits to increase visitor and membership by having new exhibits cycling through the museum more frequently.

1. Each state historical society is designated a trustee for the state whose powers and duties include but are not limited to the following:

- b. To operate state museums and assist and encourage cultural and historical studies and museum interpretive efforts throughout the state, including those sponsored by local historical organizations and city, county and state agencies;
- c. To engage in cultural, artistic and educational activities, including classes, exhibits, seminars, workshops and conferences.
- g. To engage in activities for the purpose of increasing the self-support of the society.

EWSHS has no funding for education positions. Current funding for the positions come from asks of the public for cash gifts. This approach is not a reliable staff funding mechanism for maintaining and delivering educational programming for school visitation. EWSHS is asking for the education positions to be covered for FY17 -19 and ongoing into future biennia.

New leadership at the museum has opened the museum to public schools and temporarily funded seven education positions and served over 11,500 students last school year. Today the Education Department is staffed with four full-time employees, three part-time employees and one intern, providing educational programming via four newly created business ventures created in line with RCW 27.34.070 1(c). These programs include Native American Life Ways of the Plateau Tribes (Since Time Immemorial: Tribal Sovereignty Curriculum), Visual Thinking Strategies, Soil Science, Watersheds, Ecology, Botany and Studio Art.

EWSHS aims to have their financial control restored to the agency, and these positions are a critical step in that corrective process by helping to create revenue for the museum along with community support, new membership to the Society while fulfilling the Governor's mandate on education and Native American Education for the classroom. We are a perfect venue for this activity due to our vast holdings of Native American cultural objects.

Please contact Chad Johnson at 360-407-8130 if you have further questions about the proposal.

**Base Budget:**

- Proposed budget for Preservation and Museum Specialist Range 42 Step F:
  - Salary \$39,444 and Benefits \$18,530 for each of the 2 positions

**TOTAL REQUEST:**

Salary \$157,776 and Benefits \$74,120 per Biennium for both positions.

**Decision Package expenditure, FTE and revenue assumptions, calculations and details:**

The EWSHS now has the FTEs for these positions but the positions are being funded by temporary charity.

The education program at the museum brings in revenue from adult classes, local school field trips, summer children's courses and other education programs. Future potential revenue for this department could provide for salary and benefits for the additional four to five Education staff and create a self-sustaining program within the museum dependent upon consistent staffing levels..

## Decision Package Justification and Impacts

### What specific performance outcomes does the agency expect?

Describe and quantify the specific performance outcomes the agency expects as a result of this funding change.

- This decision package will allow EWSHS to meet the governor’s goal of teaching tribal sovereignty, history, culture and government. This decision package will also allow EWSHS to meet the governor’s goal of Efficient and Effective government by providing the agency to hire staff at a level consistent with the level of preservation and open public research functions.

### Performance Measure detail:

- Number of students served. Number of teachers using the museum to assist with the Governor’s mandate on teaching tribal sovereignty.

### Fully describe and quantify expected impacts on state residents and specific populations served.

By opening the EWSHS Educational programming to the general public and the tribes of Eastern Washington, the Historical Society is providing a valuable service for the residence of Washington state. Formal and informal education in association with hands-on learning and exposure to the history of the state of Washington, through exhibits, object learning and research provides for the preservation of the state’s cultural and ecological heritage.

What are other important connections or impacts related to this proposal? Please complete the following table and provide detailed explanations or information below:

Impact(s) To:		Identify / Explanation
Regional/County impacts?	Yes	Identify: Schools, home-schooled, college, Pre-K, advanced learners
Other local gov’t impacts?	No	Identify:
Tribal gov’t impacts?	Yes	Identify: Assistance with education on tribal sovereignty and ecological issues facing Plateau tribes
Other state agency impacts?	Yes	Identify: Partnerships with educational components for water, air, land and habitat missions in state agencies
Responds to specific task force, report, mandate or exec order?	Yes	Identify: Proviso mandate to create earned revenue
Does request contain a compensation change?	No	Identify:

Does request require a change to a collective bargaining agreement?	No	Identify:
Facility/workplace needs or impacts?	No	Identify:
Capital Budget Impacts?	Yes	Identify: Eventual need for additional classroom and lecture space – addressed in Pre-design. Specifically the addition of Native American heritage classrooms
Is change required to existing statutes, rules or contracts?	No	Identify:
Is the request related to or a result of litigation?	No	Identify lawsuit (please consult with Attorney General's Office):
Is the request related to Puget Sound recovery?	No	If yes, see budget instructions Section 14.4 for additional instructions
Identify other important connections		

**Please provide a detailed discussion of connections/impacts identified above.**

The EWSHS is currently offering new educational programming for audiences ages 4 to senior. A Pre-K program began as a primer to ecological issues and readiness for museum school trip visitation. School programs are assisting area educators with meeting curriculum and state benchmark standards, including but not limited to soil, water, botany and Native American sovereignty as ordered for educational facilities by the Governor's initiative. These programs are meeting with great reception and acclaim, with an honor of Governor's Excellence to one lead educator. In addition the EWSHS is conducting teacher training in visual thinking strategies and we anticipate growing to eventually offer Native American programming in heritage crafts and preservation.

**What alternatives were explored by the agency and why was this option chosen?**

Only alternative currently is to ask for cash gifts in support, or to not offer education. To not offer education to the public in conjunction with heritage preservation would be contrary to the RCW mission.

**What are the consequences of not funding this request?**

Not funding this request puts the agency in very bad light with the general public and the residences of Eastern Spokane, especially school and home-school educators who would cease to see the Society/museum as a viable destination for learning. Visitation by school-aged youth would revert to levels similar to the levels under the previous leadership. By not funding this request the museum will have to rely on donations from patrons. This doesn't give the museum the opportunity to plan classes in advance and develop new course curriculum that could increase revenue. The museum is trying to focus funding more exhibits to get museum visits up and generate revenue and without consistent funding the education section of the museum may stay at a static state or possibly reduced as more

revenue is shifted to an activity that a more wide variety of museum patrons can benefit from such as new exhibits to the museum.

**How has or can the agency address the issue or need in its current appropriation level?**

The only way for the agency to address this issue within its current appropriation would be to take away mission critical funding from the local funds or continually request cash gifts from the public.

**Other supporting materials:** Please attach or reference any other supporting materials or information that will help analysts and policymakers understand and prioritize your request.

Please see salary pricing schedule

**Information technology:** Does this Decision Package include funding for any IT-related costs, including hardware, software, services (including cloud-based services), contracts or IT staff?

No 

Yes Continue to IT Addendum below and follow the directions on the bottom of the addendum to meet requirements for OCIO review.)

# 2017-19 Biennium Budget Decision Package

**Agency:** 395 Eastern Washington State Historical Society

**Decision Package Code/Title:** AH - Security Guard Addition to protect state assets

**Budget Period:** 2017-2019 Biennium

**Budget Level:** PL - Policy/Performance level

**Agency Recommendation Summary Text:** The Eastern Washington State Historical Society (EWSHS) will need to increase fundamental staffing of state asset protection and maintenance, which is considered essential to the agency in supporting agency business needs and reducing risk from the Department of Enterprise Services (DES). This proposal seeks to supplement the necessary expenses for additional positions in the areas of maintenance, security and housekeeping based on square footage of the state facility. This package addresses the need for additional security.

**Fiscal Summary:** Decision package total dollar and FTE cost/savings by year, by fund, for 4 years. Additional fiscal details are required below.

Operating Expenditures	FY 2018	FY 2019	FY 2020	FY 2021
Fund 001-1	\$64,634	\$64,634	\$64,634	\$64,634
<b>Total Cost</b>	<b>\$64,634</b>	<b>\$64,634</b>	<b>\$64,634</b>	<b>\$64,634</b>
Staffing	FY 2018	FY 2019	FY 2020	FY 2021
FTEs	0.0	0.0	0.0	0.0
Revenue	FY 2018	FY 2019	FY 2020	FY 2021
Fund 001-1	0.0	0.0	0.0	0.0
Object of Expenditure	FY 2018	FY 2019	FY 2020	FY 2021
Obj. A	\$43,524	\$43,524	\$43,524	\$43,524
Obj. B	\$21,110	\$21,110	\$21,110	\$21,110

## Package Description

The EWSHS is requesting the FTE and Salary and benefits funding for one Security Guard 1.

The museum has had instances of graffiti, intimidation, and break-ins. Increasing security is necessary to maintain a safe working environment for staff and state assets as well as an enjoyable education environment for the citizens of Washington State.

The museum currently has a staff of one security/janitorial/facility employee who takes care of the museum's 5 buildings, including exhibits and common areas as well as the five-acre campus. The algorithm to calculate the staff needed to maintain our campus uses the number of buildings, acres, common areas, and specialty areas to calculate the optimum number of staff to maintain the facility and grounds. The staffing calculator for facilities calculate staffing needs that rate a facility based on cleanliness and ideal workload. The classifications of the ratings are below:

- 1) Spotless – 10,000 to 11,000 square feet
- 2) Intensive– 18,000 to 20,000 square feet
- 3) Ensure the health and comfort of building users – 28,000 to 31,000 square feet
- 4) Not generally acceptable– 45,000 to 50,000 square feet
- 5) Not considered healthy – 85,000 to 90,000 square feet

As of 2007, the average custodial staff person in Washington State was responsible for maintaining 28,172 square feet per shift. Underfunded facilities staffing had a high of 76,948 sq. ft. per shift.

The EWSHS has a total usable sq. ft. of 275,000.

Current funding is for 3.5 staff (including security and facilities) which equates to about 78,000 sq. ft. per staff member.

The museum has had issues with regards to keeping the campus safe and clean. In the last year the museum has experienced:

Break-ins 3

Alarms After Hours 16

Theft 4

Police Dispatch 9

Homeless incidents 42 (one armed)

Body Fluid Clean Up 38

Feces Clean Up 11

Ambulance Dispatch 2

Fire Dispatched 6

Please contact Chad Johnson at 360-407-8130 if you have further questions about the proposal.

**Base Budget:** If the proposal is an expansion or alteration of a current program or service, provide information on the resources now devoted to the program or service. Please include annual expenditures and FTEs by fund and activity (or provide working models or backup materials containing this information).

This proposal is not an expansion or alteration of a current program. Funding for this activity is not currently part of the agency's budget.

**Decision Package expenditure, FTE and revenue assumptions, calculations and details:** Agencies must clearly articulate the workload or policy assumptions used in calculating expenditure and revenue changes proposed.

DES determined the cost of providing services based on agency responses of classification. DES calculates the Salary and benefits necessary to cover the cost of these essential services to be \$129,268 a biennium.

## Decision Package Justification and Impacts

What specific performance outcomes does the agency expect?

Describe and quantify the specific performance outcomes the agency expects as a result of this funding change.

Funding for this package supports the Results Washington goal of efficient, effective & accountable government, and allows agencies the opportunity to become an employer of choice that provides agencies the tools to create a culture of respect, feedback, and recognition. Additionally, this package will allow agency staff to focus on the core mission of the agency and less on administrative activities. Additional security will aid the museum in managing the growing homeless population's use of the campus, and assist in deterring the increase in break-ins, altercations, theft and vandalism. In the last year the museum has experienced 131 instances requiring security or emergency personnel response. Spokane is listed on a number of real estate research sites as having a crime index ranging anywhere between 91 and 97 on a scale of 1 being the safest and 100 being the most unsafe area. The Spokane high crime index is attributed to the downtown area. The museum is currently experiencing issues as it is located within walking distance to a large park and the downtown metro core of the city of Spokane.

**Performance Measure detail:**

**Fully describe and quantify expected impacts on state residents and specific populations served.**

Additional security will assist in the protection of the states assets in the buildings, public art and objects housed for the people of Washington. Additionally this service will assist the surrounding neighborhood and show the state and the museum to be responsible partners in their effort to deter crime, break-ins, violence, graffiti, homeless camping, and intimidation of the visitors to the museum. Currently, the museum has one guard stationed part of the week to oversee six museum galleries, four buildings, a historic house museum, an office building, archives, collections storage and a five acre campus.

**What are other important connections or impacts related to this proposal?** Please complete the following table and provide detailed explanations or information below:

Impact(s) To:		Identify / Explanation
Regional/County impacts?	No	Identify:
Other local gov't impacts?	No	Identify:
Tribal gov't impacts?	No	Identify:
Other state agency impacts?	No	Identify:
Responds to specific task force, report, mandate or exec order?	No	Identify:

Does request contain a compensation change?	No	Identify:
Does request require a change to a collective bargaining agreement?	No	Identify:
Facility/workplace needs or impacts?	No	Identify:
Capital Budget Impacts?	No	Identify:
Is change required to existing statutes, rules or contracts?	No	Identify:
Is the request related to or a result of litigation?	No	Identify lawsuit (please consult with Attorney General's Office):
Is the request related to Puget Sound recovery?	No	If yes, see budget instructions Section 14.4 for additional instructions
Identify other important connections		

Please provide a detailed discussion of connections/impacts identified above.

### What alternatives were explored by the agency and why was this option chosen?

Absorb the cost within existing budget hiring contract labor – This would involve the agency purchasing the services from a private vendor in Spokane within its existing budget. This option reduces funds available to perform agency mission. The agency may have to divert funds from the mission to pay for the cost of security services. This not only increases the costs of administrative functions but also takes future revenue away from the museum.

The agency has started reporting instances to local law enforcement in an effort to increase patrols in the vicinity of the museum.

The agency recently received a grant from the Spokane Garden Club for \$2,000 to trim the hedges and bushes on the museum campus thus limiting or eliminating places that people can hide on the campus.

### What are the consequences of not funding this request?

Not funding this request would mean that the agency would be have to operate without necessary security which is critical for the agency's success. It would affect our ability to focus on the mission-critical work of our agency, weaken our ability to recruit and retain high-quality individuals, and increase our risks of non-compliant employment practices and related financial and legal risks. In addition it puts staff, surrounding neighborhood and the visiting public at great risk for future attacks, vandalism, break-ins and theft.

### How has or can the agency address the issue or need in its current appropriation level?

Currently the agency has been re-active in responding to security concerns. When a security need arises the EWSHS does not have the capacity to properly report and investigate security concerns. The follow up to a security issue could mean that the security guard is subpoenaed by law enforcement to testify against a previous criminal leaving the museum unattended to other security issues.

Any funding that would be used to provide additional security within the museum would be local funding. Using the local funds takes away the amount of revenue generating activities the agency can perform. The agency would have to cut costs by holding off on exhibits that could come to the museum to increase revenue.

**Other supporting materials:** Please attach or reference any other supporting materials or information that will help analysts and policymakers understand and prioritize your request.

Please see the salary pricing from the Salary Projection System.

**Information technology:** Does this Decision Package include funding for any IT-related costs, including hardware, software, services (including cloud-based services), contracts or IT staff?

No 

Yes Continue to IT Addendum below and follow the directions on the bottom of the addendum to meet requirements for OCIO review.)

## 2017-19 Biennium Budget Decision Package

**Agency:** 3950 Eastern Washington State Historical Society (EWSHS) (BDS)

**Decision Package Code/Title:** AI – Eastern Archivist/Curator Position

**Budget Period:** 2017-2019 Biennium (BDS)

**Budget Level:** PL - Policy/performance Level (BDS)

**Agency Recommendation Summary Text:** This request is for salary and benefits support of an Archives Curator Range 48 position for the Eastern Washington State Historical Society (EWSHS).

**Fiscal Summary:** Decision package total dollar and FTE cost/savings by year, by fund, for 4 years. Additional fiscal details are required below.

Operating Expenditures	FY 2018	FY 2019	FY 2020	FY 2021
Fund 001-1	\$74,100	\$74,100	\$74,100	\$74,100
<b>Total Cost</b>	<b>\$74,100</b>	<b>\$74,100</b>	<b>\$74,100</b>	<b>\$74,100</b>
Staffing	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
FTEs	1.0	1.0	1.0	1.0
Revenue	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
Fund 001-1	0.0	0.0	0.0	0.0
<b>Object of Expenditure</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
Obj. A	\$53,016	\$53,016	\$53,016	\$53,016
Obj. B	\$21,084	\$21,084	\$21,084	\$21,084

### Package Description

The EWSHS is requesting that the position of Archivist for the states assets of historical property including but not limited to photography, paper, diaries, books, maps and ephemera be supported by the state of Washington as outlined in RCW 27.34.070. This position is also to support the museum in earned revenue potential as ordered by a proviso and economic study.

1. Each state historical society is designated a trustee for the state whose powers and duties include but are not limited to the following:
  - a. To collect, catalog, preserve, and interpret objects, manuscripts, sites, photographs, and other materials illustrative of the cultural, artistic and natural history of this state;
  - b. To operate state museums and assist and encourage cultural hand historical studies and museum interpretive efforts throughout the state, including those sponsored by local historical organizations and city, county and state agencies;
  - f. To engage in the sale of various articles which are related to the basic purpose of the society;

- h. To accept gifts, grants, conveyances, bequests and devises of real or personal property or both in trust or otherwise.
    - i. To accept on loan or lend objects of historical interest and sell exchange divest itself of or refuse to accept items which do not enhance the collections.
  2. All objects sites, manuscripts, photographs and all property, including real property, now held or hereafter acquired by the state historical society, shall be held by the societies in trust for the use a benefit of the people of Washington state.

EWSHS has no dependable funding for an Archivist position. Current funding for the EWSHS comes from requests to the public for cash gifts in support of the museum. This approach is not a reliable staff funding mechanism for maintaining and protecting historical paper, video and audio historical objects in the state's care. EWSHS is asking for the Archivist position to be covered for Biennium 17 -19 and ongoing into future biennia.

Until recently, EWSHS had been without an archivist for four years. The archivist used to assist with the historical archives bringing in and documenting items that have been donated to the EWSHS museum. Around six years ago it was decided that the historical archives should be closed due to a complete lack of staffing and a moratorium was imposed on the accession or acceptance of newly donated materials. Objects waiting to be processed sat for years, with many being taken back for the original donors for lack of action. New leadership at the museum has reopened the archives to the public and temporarily funded the archivist position with a goal of lifting the imposed moratorium and processing and cleaning. Today the research archives is staffed with one full time employee and five interns, with a the addition of the archivist and the new agency focus on lifting the moratorium the agency has focused on creating a new small revenue source from a newly created business venture created in line with RCW 27.34.070 1(f). which provides for the sale and licensing of rights and reproduction of visual media. With the hire of the archivist the agency can bring in items for donation/sale and licensing or rights and reproduction to help increase revenue. The museum could use this revenue to offset some of the cost of the archivist position or can hire a full-time donation asset manager to increase the possibility of revenue even further.

The agency recently opened up a pilot project collection process. During these collection periods the museum assessed 503 collections. Since the collection the EWSHS has digitized 3 collections totaling 40,000 records brought in an estimated \$45,000 of revenue in production and licensing rights. The EWSHS is researching how to become a part of the Online Computer Library Center (OCLC) which is an online collection of library or museum research materials that members or entities can pay a fee to join and do research. The documents used during the research will generate a small amount of revenue to the entity who owns that digital media and uploaded it to the OCLC.

EWSHS aims to have their financial control restored to the agency, and this position is a critical step in that corrective process via accession, de-accession, research and rights and reproduction process.

Please contact Chad Johnson at 360-407-8130 if you have further questions about the proposal.

**Base Budget:**

- Proposed budget for Archivist Range 48 Step L:

- Salary \$53,016 and Benefits \$21,084

TOTAL REQUEST: \$106,032 biennial salary, \$42,168 biennial benefits

**Decision Package expenditure, FTE and revenue assumptions, calculations and details:**

The EWSHS now has the FTE for this position from holding positions vacant but the position is being funded by temporary charity.

**Decision Package Justification and Impacts**

**What specific performance outcomes does the agency expect?**

Describe and quantify the specific performance outcomes the agency expects as a result of this funding change.

- This decision package will allow EWSHS to meet the governor's goal of Efficient and Effective government by providing the agency to hire staff at a level consistent with the level of preservation and open public research functions.

**Performance Measure detail:**

- The agency is currently working on establishing performance measures that will be used to track the archivists activities such as:
  - Number of inquiries served
  - Number of researchers served
  - Number of records requested
  - Number of rights and reproductions processed
  - Number of gifts processed
  - Increase to state assets measured
  - 84% accuracy for audit and records retention for metadata
  - 100% of all items brought in for consideration are processed for rejection or accession within 90 days
- The agency will work with OFM to develop useful, transparent, and measurable performance measures for all of these above items.

**Fully describe and quantify expected impacts on state residents and specific populations served.**

By opening the EWSHS Archives to the general public and the tribes of Eastern Washington for research, the Historical Society is providing a valuable service for the residence of Washington State. Protecting the paper, audio and video records that accompany the objects donated to the Historical Society is vital to the historic preservation of the states' cultural heritage. Donors looking to donate future materials will be positively impacted as will the museum because it will have the staff necessary to review, document, and categorize the donated materials instead of sending them back to the donor due to insufficient staff to process the donation request or letting the asset sit in the archives for years without being processed. Recently a small effort was made to identify older items in the archives and it was found that some documents and items had been in archives for 20 years without the proper categorization or no categorization and acceptance.

What are other important connections or impacts related to this proposal? Please complete the following table and provide detailed explanations or information below:

Impact(s) To:		Identify / Explanation
Regional/County impacts?	No	Identify:
Other local gov't impacts?	No	Identify:
Tribal gov't impacts?	No	Identify:
Other state agency impacts?	No	Identify:
Responds to specific task force, report, mandate or exec order?	No	Identify:
Does request contain a compensation change?	No	Identify:
Does request require a change to a collective bargaining agreement?	No	Identify:
Facility/workplace needs or impacts?	Yes	Identify: Donated items sat uncollected and uncategorized and adding this position will allow for the agency to process donated items more efficiently and effectively so that the museum doesn't lose donated items due to the backlog of items coming to the museum.
Capital Budget Impacts?	No	Identify:
Is change required to existing statutes, rules or contracts?	No	Identify:
Is the request related to or a result of litigation?	No	Identify lawsuit (please consult with Attorney General's Office):
Is the request related to Puget Sound recovery?	No	If yes, see budget instructions Section 14.4 for additional instructions
Identify other important connections		

Please provide a detailed discussion of connections/impacts identified above.

**What alternatives were explored by the agency and why was this option chosen?**

Only alternative the agency has at this time currently is to ask for cash gifts in support of the archivist position. Requesting cash gifts to fund this position does not allow for a consistency in funding that the museum requires of this position. This position has the potential to increase revenue to the museum by allowing the archive group to create a new line of business in the sale and licensing of visual media and by lifting the moratorium on the accession and acceptance of newly donated materials or assets. Although the amount of revenue that could be generated is unknown at this time, this revenue could be used to offset archive costs in the future.

**What are the consequences of not funding this request?**

Not funding this request puts the agency in very bad light with the general public and residence of Eastern Spokane who have had access to the Archival materials in the past. The closure also prevents the state from accepting any future gifts of historical nature, ensuring the cultural preservation and heritage of the Plateau region. Of great concern would be the loss of culturally significant materials from tribal elders and elder settlers who will likely find alternative avenues for preservation of their personal ephemera. The archives will remain closed and the moratorium on accession or acceptance of newly donated materials will continue. This creates a hardship on the museum and its donors because both parties miss out on donated assets that could increase revenue and attendance to the museum.

**How has or can the agency address the issue or need in its current appropriation level?**

The only way for the agency to address this issue within its current appropriation would be to take away mission critical funding from the local funds or continually request cash gifts from the public.

**Other supporting materials:** Please attach or reference any other supporting materials or information that will help analysts and policymakers understand and prioritize your request.

Please see salary pricing schedule from the salary projection system.

**Information technology:** Does this Decision Package include funding for any IT-related costs, including hardware, software, services (including cloud-based services), contracts or IT staff?

- No 
- Yes Continue to IT Addendum below and follow the directions on the bottom of the addendum to meet requirements for OCIO review.)

## 2017-19 Biennium Budget Decision Package

**Agency:** 3950 Eastern Washington State Historical Society (EWSHS) (BDS)

**Decision Package Code/Title:** AJ – CFO Salary Difference

**Budget Period:** 2017-2019 Biennium (BDS)

**Budget Level:** PL - Policy/performance level

**Agency Recommendation Summary Text:** This request is for salary and benefits support of a Chief Financial Officer (CFO) position for the Eastern Washington State Historical Society (EWSHS).

**Fiscal Summary:** Decision package total dollar and FTE cost/savings by year, by fund, for 4 years. Additional fiscal details are required below.

Operating Expenditures	FY 2018	FY 2019	FY 2020	FY 2021
Fund 001-1	\$7,053	\$7,053	\$7,053	\$7,053
<b>Total Cost</b>	<b>\$7,053</b>	<b>\$7,053</b>	<b>\$7,053</b>	<b>\$7,053</b>
Staffing	FY 2018	FY 2019	FY 2020	FY 2021
FTEs	0	0	0	0
Revenue	FY 2018	FY 2019	FY 2020	FY 2021
Fund 001-1	0.0	0.0	0.0	0.0
<b>Object of Expenditure</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
Obj. A	\$6,040	\$6,040	\$6,040	\$6,040
Obj. B	\$1,013	\$1,013	\$1,013	\$1,013

### Package Description

After losing numerous finance managers in the past decade, the Office of Financial Management (OFM) has determined after consultation with the Department of Enterprise Services (DES) and EWSHS that previous finance managers were expected to perform the duties consistent with a CFO without appropriate compensation. This position was reviewed by DES’s Washington Management Services banding committee and was approved to be filled at a WMS Band 3 level. This position band correction to a CFO would be a necessary component for the EWSHS to successfully meet the request of the legislature, the recent audit published and the Governor, and increase the likelihood of staff retention.

EWSHS has funding for a fiscal analyst 5 (range 56, step I) finance manager/fiscal analyst and not a WMS Band 3 position. Current funding for the EWSHS covers only a select few positions in total, consistent only with maintaining storage for the state. EWSHS is asking for the difference between the salary and benefits level of a financial manager/fiscal analyst and a CFO WMS Band 3 to be covered for biennium 17-19 and ongoing into future biennia.

EWSHS has been without a CFO/finance manager more often than not within the past twenty years. This has led to DES Small Agency Financial Services overseeing many of the duties that should be performed by an agency CFO. The lack of a consistent CFO position contributed to the findings in the recent whistleblower investigation report. Because the agency did not have a long term, well trained, internal higher financial position to oversee all facets of finance, especially internal controls, and following the regulations of state funds outlined in SAAM, improper governmental actions were found to have occurred

EWSHS aims to have financial control restored to the agency, and the CFO position is a critical first step in that corrective process.

Please contact Chad Johnson at 360-407-8130 if you have further questions about the proposal.

**Base Budget:**

- Current budget for finance manager/fiscal analyst 5 Step I:
  - Salary \$63,960 and Benefits \$23,145.60
- Proposed CFO; WMS Band 3:
  - Salary \$70,000 and Benefits \$24,282.96

**TOTAL REQUEST:**

Salary \$6,040 and Benefits \$1,013 per fiscal year (\$12,080 biennial salary, \$2,026 biennial benefits)

**Decision Package expenditure, FTE and revenue assumptions, calculations and details:**

The EWSHS already has an unfilled FTE allocated for this position. The agency was found to be non-compliant with some financial regulations of Washington State. It was decided upon that the best course of action is to hire a CFO to ensure that the agency retains the financial knowledge and accounting intricacies that exist within EWSHS.

The difference in salary and benefits of the WMS band 3 CFO and the Fiscal Analyst 5 CFO for the 17-19 biennium is \$14,106

**Decision Package Justification and Impacts**

**What specific performance outcomes does the agency expect?**

Describe and quantify the specific performance outcomes the agency expects as a result of this funding change.

- This decision package will allow EWSHS to meet the governor’s goal of Efficient and Effective government by providing the agency to hire staff at a level consistent with the level of accounting functions that face EWSHS.

**Performance Measure detail:**

- No performance measure detail for this decision package.

**Fully describe and quantify expected impacts on state residents and specific populations served.**

- There is no expected impact on state residents or specific populations.

What are other important connections or impacts related to this proposal? Please complete the following table and provide detailed explanations or information below:

Impact(s) To:		Identify / Explanation
Regional/County impacts?	No	Identify:
Other local gov't impacts?	No	Identify:
Tribal gov't impacts?	No	Identify:
Other state agency impacts?	No	Identify:
Responds to specific task force, report, mandate or exec order?	No	Identify:
Does request contain a compensation change?	Yes	Identify: Requesting the difference of salary between WMS Band 3 and Fiscal Analyst 5.
Does request require a change to a collective bargaining agreement?	No	Identify:
Facility/workplace needs or impacts?	No	Identify:
Capital Budget Impacts?	No	Identify:
Is change required to existing statutes, rules or contracts?	No	Identify:
Is the request related to or a result of litigation?	No	Identify lawsuit (please consult with Attorney General's Office):
Is the request related to Puget Sound recovery?	No	If yes, see budget instructions Section 14.4 for additional instructions
Identify other important connections		

Please provide a detailed discussion of connections/impacts identified above.

**What alternatives were explored by the agency and why was this option chosen?**

- The agency has continued to try to fill the CFO position at a fiscal analyst 5 level over the years. The agency cannot retain or fill this position with adequate staff and this will continue if funding for this request is not received.

**What are the consequences of not funding this request?**

Not funding this request puts the agency at risk for future accounting discrepancies. The position will most likely continue its high rate of turnover which adversely affects the internal knowledge of the agency.

**How has or can the agency address the issue or need in its current appropriation level?**

The only way for the agency to address this issue within its current appropriation would be to take away mission critical funding from the local funds. This causes an issue because the local funds have seen a decrease in revenue over the last few years and it doesn't have the funding capacity to continue the mission critical activities while funding the disparity between the Fiscal Analyst 5 salary and the new WMS Band 3 CFO position.

**Other supporting materials:** Please attach or reference any other supporting materials or information that will help analysts and policymakers understand and prioritize your request.

Please see salary pricing schedule

**Information technology:** Does this Decision Package include funding for any IT-related costs, including hardware, software, services (including cloud-based services), contracts or IT staff?

- No 
- Yes Continue to IT Addendum below and follow the directions on the bottom of the addendum to meet requirements for OCIO review.)

## 2017-19 Biennium Budget Decision Package

**Agency:** 395 Eastern Washington State Historical Society

**Decision Package Code/Title:** AK - Housekeeping Addition for state assets

**Budget Period:** 2017-2019 Biennium

**Budget Level:** PL - Policy/Performance level

**Agency Recommendation Summary Text:** The Eastern Washington State Historical Society (EWSHS) will need to increase fundamental staffing of state asset protection and maintenance, which is considered essential to the agency in supporting agency business needs and reducing risk from the Department of Enterprise Services. This proposal seeks to supplement the necessary expenses for additional positions in the areas of maintenance, security and housekeeping based on square footage of the state facility. This package addresses the need for an additional housekeeping position (Custodian 3).

**Fiscal Summary:** Decision package total dollar and FTE cost/savings by year, by fund, for 4 years. Additional fiscal details are required below.

Operating Expenditures	FY 2018	FY 2019	FY 2020	FY 2021
Fund 001-1	\$55,607	\$55,607	\$55,607	\$55,607
<b>Total Cost</b>	\$55,607	\$55,607	\$55,607	\$55,607
Staffing	FY 2018	FY 2019	FY 2020	FY 2021
FTEs	0.0	0.0	0.0	0.0
Revenue	FY 2018	FY 2019	FY 2020	FY 2021
Fund 001-1	0.0	0.0	0.0	0.0
Object of Expenditure	FY 2018	FY 2019	FY 2020	FY 2021
Obj. A	\$35,928	\$35,928	\$35,928	\$35,928
Obj. B	\$19,679	\$19,679	\$19,679	\$19,679

### Package Description

This package is requesting the salary funding for a Custodian 3 position within the EWSHS. This position will contribute to the mission of the agency by ensuring that the museum is clean, safe, and the museum exhibits are ready for viewing by patrons of the museum.

There is a staffing calculator for facilities staffing needs that rate a facility based on cleanliness and ideal workload. The classifications of the ratings are below:

- 1) Spotless – 10,000 to 11,000 square feet
- 2) Intensive– 18,000 to 20,000 square feet
- 3) Ensure the health and comfort of building users – 28,000 to 31,000 square feet
- 4) Not generally acceptable– 45,000 to 50,000 square feet
- 5) Not considered healthy – 85,000 to 90,000 square feet

As of 2007, the average custodial staff person in Washington State was responsible for maintaining 28,172 square feet per shift. Underfunded facilities staffing had a high of 76,948 sq. ft. per shift.

The EWSHS has a total usable sq. ft. of 275,000.

Current funding is for 3.5 staff (including security and facilities) which equates to about 78,000 sq. ft. per staff member.

The museum has had issues with regards to keeping the campus safe and clean. In the last year the museum has experienced:

Break-ins 3

Alarms After Hours 16

Theft 4

Police Dispatch 9

Homeless incidents 42 (one armed)

Body Fluid Clean Up 38

Feces Clean Up 11

Ambulance Dispatch 2

Fire Dispatched 6

Please contact Chad Johnson at 360-407-8130 if you have further questions about the proposal.

**Base Budget: If the proposal is an expansion or alteration of a current program or service, provide information on the resources now devoted to the program or service.** Please include annual expenditures and FTEs by fund and activity (or provide working models or backup materials containing this information).

This proposal is not an expansion or alteration to a current program or activity.

**Decision Package expenditure, FTE and revenue assumptions, calculations and details:** Agencies must clearly articulate the workload or policy assumptions used in calculating expenditure and revenue changes proposed.

DES determined the cost of providing services based on agency responses. DES calculates the rate necessary to cover the cost of the Custodian 3 to provide essential services to the museum be \$111,214 a biennium.

## Decision Package Justification and Impacts

### What specific performance outcomes does the agency expect?

Describe and quantify the specific performance outcomes the agency expects as a result of this funding change.

Funding for this package supports the Results Washington goal of efficient, effective & accountable government, and allows agencies the opportunity to become an employer of choice that provides agencies the tools to create a culture of respect, feedback, and recognition. Additionally, this package will allow agency staff to focus on the core mission of the agency and less on administrative activities. Additional housekeeping will aid the museum in managing the growing need to maintain the states buildings and grounds. Public use of the facility has increased under the new leadership of the museum by three hundred and sixty percent. Currently the five acre 200,000+ sq. foot facility and 4,700 sq. foot historic home museum employs two part-

time staff that work 16 hours per week each as housekeeper staff (custodians). A campus the size of the EWSHS' should have four to five custodial staff to maintain the assets of the museum. These individuals are paid with locally raised funds. The current custodial staff is supported with local funds in an attempt to utilize state resources as little as possible. At this point we don't have the capacity to support any more staff using local funds. Without state funding the museum will not be able to improve and foster the RCW mission of the agency.

**Performance Measure detail:**

**Fully describe and quantify expected impacts on state residents and specific populations served.**

Additional housekeeping will assist in the protection of the states assets in the buildings, public art and objects housed for the people of Washington. This additional service will assist the surrounding neighborhood and show the state and the museum to be responsible partners in their effort to deter crime, graffiti, homeless camping and litter and provide clean amenities for visitors to the museum. Currently the museum has two part-time custodians working three hours a day to oversee six museum galleries, five public spaces, an amphitheater, theater, retail store, café, four buildings, a historic house museum, an office building, archives, collections storage, sixteen public restrooms, four kitchens and a five acres campus.

**What are other important connections or impacts related to this proposal?** Please complete the following table and provide detailed explanations or information below:

Impact(s) To:		Identify / Explanation
Regional/County impacts?	No	Identify:
Other local gov't impacts?	No	Identify:
Tribal gov't impacts?	No	Identify:
Other state agency impacts?	No	Identify:
Responds to specific task force, report, mandate or exec order?	No	Identify:
Does request contain a compensation change?	No	Identify:
Does request require a change to a collective bargaining agreement?	No	Identify:
Facility/workplace needs or impacts?	No	Identify:

Capital Budget Impacts?	No	Identify:
Is change required to existing statutes, rules or contracts?	No	Identify:
Is the request related to or a result of litigation?	No	Identify lawsuit (please consult with Attorney General's Office):
Is the request related to Puget Sound recovery?	No	If yes, see budget instructions Section 14.4 for additional instructions
Identify other important connections		

Please provide a detailed discussion of connections/impacts identified above.

#### What alternatives were explored by the agency and why was this option chosen?

One option is to absorb the cost within existing budget by hiring contract labor – This would involve the agency purchasing the services from a private contractor within its existing raised revenue or charity. This option reduces funds available to perform agency mission. The agency may have to divert earned funds from mission to pay for the cost of custodial services. This option not only increases the costs of administrative functions but also takes revenue and growth potential away from the museum in serving the RCW.

Another option that has been explored is to increase the hours of the current custodial staff. This is not an option because state law mandates that benefits be issued above 18 hours a week, which would take even more local revenue to offset the expense.

#### What are the consequences of not funding this request?

Not funding this request would mean that the agency would have to operate without necessary custodial services critical for the agency's success. It would affect our ability to focus on the mission-critical work of the agency, weaken our ability to recruit and retain high-quality individuals, and increase our risks of non-compliant employment practices and related financial and legal risks. In addition it puts staff, surrounding neighborhood and the visiting public at great risk for health and safety issues, and would be a detriment of the museum's ability to attract public use which serves to augment the operational budget, a directive from the state and the Governor's office and legislature.

#### How has or can the agency address the issue or need in its current appropriation level?

The agency cannot absorb the costs within its current appropriation level, the funding from the state and the local revenue cannot sustain another custodial position.

The EWSHS could contract out the janitorial services to a local business in Spokane, but there is a concern that they will not correctly maintain and preserve the historical and valuable items that exist within the EWSHS.

Because of the location of the museum and its vicinity to the downtown Spokane area, this will always be a spot that has issues with vagrancy, crime, and graffiti. The museum doesn't have any options within its current appropriation to deal with the clean-up of incidents without an increase to the state appropriation.

**Other supporting materials:** Please attach or reference any other supporting materials or information that will help analysts and policymakers understand and prioritize your request.

Please see attached labor pricing spreadsheet from the Salary Projection System.

**Information technology:** Does this Decision Package include funding for any IT-related costs, including hardware, software, services (including cloud-based services), contracts or IT staff?

No 

Yes Continue to IT Addendum below and follow the directions on the bottom of the addendum to meet requirements for OCIO review.)

# 2017-19 Biennium Budget Decision Package

**Agency:** 395 Eastern Washington State Historical Society

**Decision Package Code/Title:** HR – Provide Essential Human Resources Services

**Budget Period:** 2017-2019 Biennium

**Budget Level:** PL - Policy/Performance level

**Agency Recommendation Summary Text:** The Eastern Washington State Historical Society (EWSHS) will purchase human resource (HR) services considered essential to the agency in supporting agency business needs and reducing risk from the Department of Enterprise Services. A separate request seeks to restore basic level HR services to all small agencies. This proposal seeks to augment the basic level with a more complete set of HR services including consultation and support for labor relations, performance management, classification, workforce management, and recruitment

**Fiscal Summary:** Decision package total dollar and FTE cost/savings by year, by fund, for 4 years. Additional fiscal details are required below.

Operating Expenditures	FY 2018	FY 2019	FY 2020	FY 2021
Fund 001-1	\$26,500	\$26,500	\$26,500	\$26,500
<b>Total Cost</b>	<b>\$26,500</b>	<b>\$26,500</b>	<b>\$26,500</b>	<b>\$26,500</b>
Staffing	FY 2018	FY 2019	FY 2020	FY 2021
FTEs	0.0	0.0	0.0	0.0
Revenue	FY 2018	FY 2019	FY 2020	FY 2021
Fund 001-1	0.0	0.0	0.0	0.0
Object of Expenditure	FY 2018	FY 2019	FY 2020	FY 2021
Obj. E	\$26,500	\$26,500	\$26,500	\$26,500

## Package Description

Small agencies have had access to dedicated HR specialists necessary to support their needs through DES. Purchasing these services from DES costs a fraction of what it would to replicate these services in each agency. Providing small agencies access to these professional services significantly reduces financial and legal risk to the state. The enacted FY 15-17 budget reduced funding equivalent to the cost of providing small agency HR services. While DES implemented additional efficiencies and identified temporary means to close the remaining fiscal gap in FY16, a more sustainable solution is required to ensure small agencies have access to these vital services.

DES has worked with the Office of Financial Management to create two categories of HR services:

- A. A set of basic HR services necessary to meet minimum HR compliance and accurate payroll processing activities for any agency. The proposal to fund these minimal basic services for all small agencies is proposed in a separate package.
- B. A set of additional HR services that, together with the basic service, form a more complete set of essential HR services. For a number of agencies, the basic level of service will not be sufficient to address specific agency business needs or to manage legal and financial risk.

This decision package requests funding those essential services. This would allow the agency to continue to receive the following services as needed:

- **Life Cycle Recruitment Services** – Services include pre-recruitment consultation, writing of targeted job announcements, candidate outreach, in-depth application assessment, drafting interview questions, reference checking and guidance of offers.
- **Classification Services** – Determine position allocations and provide employee notification letters for appointing authority. Provide consultation on the development of position descriptions. Provide desk audits when needed. Assist with WMS and EMS evaluations and banding.
- **Labor and Employee Relations** – Provide rules guidance and interpretation for represented and non-represented state employees to ensure the agency creates a positive and respectful work environment.
- **Performance Management** – Consultation on performance appraisals and setting expectations. Consult on corrective and disciplinary actions; assist with documentation and processing including development of disciplinary letters. Provide tools and checklists.
- **Workforce Management Support** – Assist with “just in time” HR projects such as temporary layoffs and hiring freezes and changes that occur in Washington Management Service.
- **Human Resource Consultation** - Provide the agency with an HR consultant to discuss current HR topics and keep the agency informed on HR issues at monthly meetings, or as needed.
- **Investigations/Fact Finding** – Provide immediate employee complaint intake to determine next steps. Perform personnel related investigations and fact-finding for small to medium sized investigations (less than 20 hours).
- **Supervisor Coaching** – Provide best practices and guidance to new supervisors to ensure they set clear expectations and coach their staff to maximize agency performance.

**Base Budget:** If the proposal is an expansion or alteration of a current program or service, provide information on the resources now devoted to the program or service. Please include annual expenditures and FTEs by fund and activity (or provide working models or backup materials containing this information).

Funding for HR services is not currently part of the agency or DES budget.

**Decision Package expenditure, FTE and revenue assumptions, calculations and details:** Agencies must clearly articulate the workload or policy assumptions used in calculating expenditure and revenue changes proposed.

DES queried small agencies to identify those needing access to services beyond the basic level. They then determined the cost of providing services based on agency responses. DES calculates the rate necessary to recover the cost of these essential services to be \$53,000 a biennium.

## Decision Package Justification and Impacts

**What specific performance outcomes does the agency expect?**

Describe and quantify the specific performance outcomes the agency expects as a result of this funding change.

Funding for this package supports the Results Washington goal of efficient, effective & accountable government, and allows agencies the opportunity to become an employer of choice that provides agencies the tools to create a culture of respect, feedback, and recognition. Shared services are an efficient use of state resources. Using the expertise of HR professionals will help the agency manage risk associated with personnel issues. Additionally, this package will allow agency staff to focus on the core mission of the agency and less on administrative activities.

**Performance Measure detail:**

**Fully describe and quantify expected impacts on state residents and specific populations served.**

Human resources support plays an essential role in developing the employee-centered activities of an agency. HR activities that support staff development and recruiting high quality employees will ensure better interaction with the citizens our agency serves.

**What are other important connections or impacts related to this proposal?** Please complete the following table and provide detailed explanations or information below:

Impact(s) To:		Identify / Explanation
Regional/County impacts?	No	Identify:
Other local gov't impacts?	No	Identify:
Tribal gov't impacts?	No	Identify:
Other state agency impacts?	No	Identify:
Responds to specific task force, report, mandate or exec order?	No	Identify:
Does request contain a compensation change?	No	Identify:
Does request require a change to a collective bargaining agreement?	No	Identify:
Facility/workplace needs or impacts?	No	Identify:
Capital Budget Impacts?	No	Identify:

Is change required to existing statutes, rules or contracts?	No	Identify:
Is the request related to or a result of litigation?	No	Identify lawsuit (please consult with Attorney General's Office):
Is the request related to Puget Sound recovery?	No	If yes, see budget instructions Section 14.4 for additional instructions
Identify other important connections		

Please provide a detailed discussion of connections/impacts identified above.

### What alternatives were explored by the agency and why was this option chosen?

1. Absorb the cost within existing budget – This would involve the agency purchasing the services from DES within its existing budget. This option reduces funds available to perform agency mission. The agency may have to divert funds from future exhibits to pay for the cost of HR services. This not only increases the costs of administrative functions but also takes future revenue away from the museum as they will not be able to cycle exhibits through the museum as currently planned.
2. Go without these essential HR services or try to assign HR responsibilities to an existing employee with no additional funding - This would involve the agency doing the work with existing staff. This option reduces staff time available to perform the agency mission. All of our current employees are already specialized in their current roles and do not have the time nor the education/experience to take on the additional personnel responsibilities and execute them successfully. In this option, it is likely that the agency will be going without these services. This will increase risk to the agency beyond an acceptable level.
3. Request funding for a new HR professional within the agency - This is the most costly option but would provide some of the expertise and capacity needed to perform personnel functions. The kind of essential HR service support we are seeking from DES Small Agency HR services is professional level, expert support. If the agency were to hire someone in-house we would need to fill it at the Human Resource Consultant 4 (HRC4) level. The salary and benefits cost of a full time HRC4 plus related supplies, travel, and other costs is estimated at \$74,000 per year which is more than *double* the proposed cost of the DES service offering. Our agency may not need a full time professional, but we will benefit from a full complement of HR expertise. The team at DES can provide more specialized expertise than is likely available in any one individual.
4. Request funding to purchase HR services from DES. – Recommended – The DES Small Agency HR Support option is the most economic option that will still meet our business need. This option is less expensive than hiring staff. It provides access to the array of necessary expertise when needed. It provides an objective resource for managers and staff when dealing with personnel issues.

### What are the consequences of not funding this request?

Not funding this request would mean that the agency would be have to operate without HR services which are critical for the agency's success. It would affect our ability to focus on the mission-critical work of our agency, weaken our ability to recruit and retain high-quality individuals, and increase our risks of non-compliant employment practices and related financial and legal risks.

Many of these services are similar to preventive health care. Investments and guidance up front can prevent major mistakes that can lead to legal and financial costs, as well as consequences for culture and trust from which it can take years to recover.

Examples of this are:

**Recruitment** – These services include candidate outreach and assistance with assessment and selection.

Without these HR services, hiring managers would need to spend more of their limited time conducting outreach to qualified candidates or hope that there are enough qualified candidates in the applicant pool. HR support would also help reduce the risk of unfair hiring practices by ensuring the assessment and selection process is correct and using behavior and performance based techniques to find the best candidate available.

**Labor Relations** – Labor relations support includes HR consultation on what level of corrective or disciplinary action is the most appropriate based on principles of just cause, writing of expectation and disciplinary letters to ensure clarity and appropriateness, ensuring processes are followed according to the collective bargaining agreement, and working with union representatives to ensure all disagreements are handled at the lowest possible level. DES HR Consultants are familiar with the Collective Bargaining Agreements (CBA) and can provide clear guidance and counsel on the best approaches to creating and maintaining a work environment that complies with the CBAs.

**Performance Management** – These services include supervisor guidance on creating clear performance expectations that achieve business results, creating development plans that help fill in the gap between expectations and reality and creating purposeful succession planning the helps match employee skillsets with business needs. These services make sure that the right people are in the right positions with the right skillsets to do the work which ensures business efficiency and reduces time and money spent on disciplinary actions and appeal processes that go with them.

**Investigations** – These services include full responsibilities through the investigative process. From initial intake?, scheduling and conducting interviews gathering all tangible evidence, through delivering the final report to the Appointing Authority. Without this service, managers would be forced to either undergo costly training to become eligible to conduct an administrative investigation or pursue an outside investigator which can cost anywhere from \$5,000 to \$15,000. These services make sure complaints and claims are thoroughly investigated by a neutral third party who is familiar with the state and CBA specific rules and nuances.

#### **How has or can the agency address the issue or need in its current appropriation level?**

- Is this package a high-enough priority that the agency has or would reprogram current resources to accomplish it? See discussion above.
- If yes, what programs or services were/would be reprogrammed? How? With what consequences? See discussion above about risks and consequences.
- What process improvements and best practices have been or will be undertaken to improve the efficiency and effectiveness of the process/program affected by this proposal?

**Other supporting materials:** Please attach or reference any other supporting materials or information that will help analysts and policymakers understand and prioritize your request.

See the attached draft of the service level agreement between our agency and DES.

**Information technology:** Does this Decision Package include funding for any IT-related costs, including hardware, software, services (including cloud-based services), contracts or IT staff?

- No 
- Yes Continue to IT Addendum below and follow the directions on the bottom of the addendum to meet requirements for OCIO review.)