



WACO Board of Trustees Regular Meeting  
Tuesday, July 18, 2023 ~ 8:30a.m. – 2:00p.m.  
Double Tree Suites Seattle Airport Southcenter – Paradise Room  
16500 Southcenter Pkwy, Seattle, WA 98188

**AGENDA**  
**Tuesday, July 18, 2023**

8:30am	Call to Order – President Jeff Gadman	
	Roll Call of Attending Members	
8:32am	Approval of Agenda	Tab A
	Approval of Minutes – March 14 & 15, 2023	Tab A-1
8:35am	Committee Reports:	
	Audit Committee – Linda Hjelle, Tiffin Moreno, Jennifer Wallace <ul style="list-style-type: none"><li>• 2022 Independent Audit from Aiken Sanders</li><li>• 2022 IRS 990 Tax Return</li><li>• WACO Investment Policy and Plan</li></ul>	Tab B Tab B-1 Tab B-2 Tab B-3
	Funds Transfer within 2023 Budget – Tiffin Moreno	Tab C
	Personnel Committee – Lisa Frazier, Jennifer Wallace <ul style="list-style-type: none"><li>• Proposed COLA for WACO staff for 2024</li></ul>	Tab D
	Budget Committee – Jeff Gadman, Jennifer Wallace, Tiffin Moreno <ul style="list-style-type: none"><li>• WACO 2024 Budget Proposal</li></ul>	Tab E
10:30a.m.	BREAK	
10:45a.m.	Committee Reports (continued):	
	Legislative Committee – Adam Kick, Jennifer Wallace, Tim Grisham <ul style="list-style-type: none"><li>• End of Session Report; Interim Plans; Emerging Proposals</li></ul>	Tab F

	Education Committee –Upcoming training – Amy Cziske, Tim Grisham • Schedule of Upcoming Trainings	Tab G
	Conference Committee – Stacie Prada, Cella Hyde • Status report	Tab H
	Nominating Committee – Jon Tunheim, Chair, Jennifer Wallace • Status of 2023-24 slate of WACO officers	Tab I
11:45a.m.	BREAK/LUNCH	
12:30p.m.	Updates from Affiliate Representatives and Trustees-At-Large	
1:30pm	Staff Reports:	
	Executive Director – WCB Update, Summer County Visits & Affiliate Conferences, NEO – Jennifer Wallace	Tab J
	Deputy Director – Communications, 2023 Scholarship Update/Winners – Timothy Grisham	Tab K
	Member Services Manager – Cella Hyde	Tab L
2:00pm	ADJOURN	

WACO Board of Trustees Regular Meeting  
March 14-15, 2023  
Washington Counties Building  
206 10<sup>th</sup> Ave SE; Olympia, WA 98506

### Draft Minutes

Tuesday, March 14, 2023 – Wednesday, March 15, 2023

#### Board Members Present:

Jeff Gadman	President	Thurston	Treasurer
Adam Kick	Vice-President	Skamania	Prosecutor
Amy Cziske	2 <sup>nd</sup> Vice-President	Kittitas	Treasurer
Linda Hjelle	Secretary/Treasurer	Snohomish	Assessor
Stacie Prada	Immediate Past-President	Jefferson	Treasurer
Greg Zempel	Past-President	Kittitas	Prosecutor
Mike Lonergan	Assessors Trustee	Pierce	Assessor / Treasurer
Thad Duvall	Auditors Trustee	Douglas	Auditor
Melissa Beaton	Clerks Trustee	Skagit	Clerk
Jon Tunheim	Prosecutors Trustee	Thurston	Prosecutor
Leslie Valz	Treasurers Trustee	Stevens	Treasurer
Tom Konis	Trustee at Large Position 2	Spokane	Assessor
Carolyn Fundingsland	Trustee at Large Position 3	Auditor	Cowlitz
Lisa Frazier	Trustee at Large Position 4	Mason	Treasurer
Katie Sloan	Trustee at Large Position 5	Adams	Clerk
Lisa Henderson	Trustee at Large Position 6	San Juan	Clerk

#### Staff Present:

Jennifer Wallace	Executive Director
Timothy Grisham	Deputy Director
Tiffin Moreno	Finance and Administration Manager
Cella Hyde	Member Services Manager

#### Guests:

Eric Johnson	Executive Director, Washington State Association of Counties
Rebecca Xczar	Whatcom County Assessor, Washington State Association of County Assessors President

Darla McKay	Asotin County Auditor, Washington State Association of County Auditors President
Tammie Ownbey	Pend Oreille County Clerk, Washington State Association of County Clerks President
Hayley Thompson	Skagit County Coroner, Washington Association of Coroners/Medical Examiners President
Alishia Topper	Clark County Treasurer, Washington Association of County Treasurers President

**1) Call to Order, Roll Call, Approval of Minutes**

Jeff Gadman, President called the meeting to order at 1:03 pm. Craig Morrison, Coroners Trustee; Rob Snaza, Sheriffs Trustee; John Wilson, Trustee at Large Position 1 were noted as absent.

Lisa Frazier, Trustee at Large Position 4 **MOVED** to approve the March 14-15, 2023 agenda Thad Duvall, Auditors Trustee **SECONDED**. The **MOTION CARRIED** unanimously.

Trustee at Large Frazier **MOVED** to approve the November 15-16, 2022 Board of Trustees meeting minutes. Mike Lonergan, Assessors Trustee **SECONDED**. The **MOTION CARRIED** unanimously.

**2) Affiliate Presidents Share Perspectives on “Building Bridges”**

President Gadman introduced the topic of “Building Bridges” asked each affiliate President to discuss the intersection of work between affiliates.

Rebecca Xczar, Whatcom County Assessor, Washington State Association of County Assessors President discussed the intersection of County Assessors with other WACO affiliated offices. Discussed taxation issues and working with other offices to field community questions about taxation issues.

Darla McKay, Asotin County Auditor, Washington State Association of County Auditors President discussed the intersection of County Auditors with other WACO affiliated offices. Discussed ongoing training and outreach. Discussed the power of WACO with legislative proposal vetting and networking. Discussed mentor programs.

Tammie Ownbey, Pend Oreille County Clerk, Washington State Association of County Clerks President discussed the intersection of County Clerks with other WACO affiliated offices. Discussed working as a courthouse team. Discussed the power of WACO with legislative proposal vetting and networking. Discussed mentor programs.

Hayley Thompson, Skagit County Coroner, Washington Association of Coroners/Medical Examiners President discussed the intersection of County Coroners/Medical Examiners with other WACO affiliated offices. Discussed verification of public records for

identification and need for understanding data sources. Discussed monthly county meetings.

Alishia Topper, Clark County Treasurer, Washington Association of County Treasurers President discussed the intersection of County Treasurers with other WACO affiliated offices. Discussed monthly meetings for the electeds.

*The Board went on **BREAK** at 2:00 pm and **RECONVENED** at 2:10 pm.*

### **3) Committee Reports**

#### **a. Legislative Committee**

Adam Kick, Vice-President presented the Legislative Committee report. Discussed current WACO priority legislation and progress in the legislature thus far. Discussed timelines and legislative relations.

#### **b. Education Committee**

Amy Cziske, 2<sup>nd</sup> Vice-President presented the Education Committee report. Discussed progress thus far in creating the 2023/2024 education planning.

#### **c. Personnel Committee**

Trustee at Large Frazier presented the Personnel Committee report. Discussed the review of position descriptions and potential changes. Discussed review of salary and benefit ranges. Discussed potential changes to Deputy Director and Executive Director position compensation to meet parity with WACO Finance Manager and Member Services Manager compensation.

Greg Zempel, Past-President **MOVED** to adopt scenario 1 recommendation to fund salary increases to be achieved in 2023 with increases to be effective July 1, 2023 and to direct staff to draft scenarios on how to fund the increase by the July 2023 meeting. Trustee Duvall **SECONDED**.

**DISCUSSION:** Trustee Duval, funding subject to Board approving budget amendment.

The **MOTION CARRIED** unanimously.

#### **d. Audit Committee**

Linda Hjelle, Secretary/Treasurer presented the Audit Committee report. Discussed process of looking at financials. Discussed outreach to financial consultants about consolidating funds and improving existing rates of return and how to improve. Discussed different investment strategies and what kind of policies would need to be in place to move forward.

**e. Newly Elected Officials Committee**

2<sup>nd</sup> Vice-President Cziske presented the Newly Elected Officials Committee report. Discussed make-up of the new committee and discussions thus far. Discussed NEO survey results. Discussed plans for gathering 2022 cohort groups and sustained mentoring.

**f. Conference Committee**

President Gadman Conference Committee report. Discussed them “Building Bridges”. Discussed conference branding and save the date.

**4) Proposed Amendments to the WACO Policy Manual**

Jennifer Wallace, Executive Director provided overview of proposed amendments to the WACO Policy Manual. Changes are suggested in the Conflict of Interest, Board of Trustees Meeting, Committee, Annual Budget, Travel and Reimbursement, Asset Management, Computer Use, Social Media, WACO Scholarship Program policies. Discussed bringing potential Bylaw change to membership regarding location of the Annual Meeting (conference).

Trustee Lonergan **MOVED** to adopt the Policy Manual changes as presented. Secretary/Treasurer Hjelle **SECONDED**. The **MOTION CARRIED** unanimously.

Trustee at Large Frazier **MOVED** to send the proposed Bylaw change to the membership for a vote. Trustee Duvall **SECONDED**. The **MOTION CARRIED** unanimously.

*The Board **SUSPENDED** the meeting at 3:36 pm March 14, 2023 and **RECONVENED** at 9:03 am March 15, 2023.*

**5) Update from the Washington State Association of Counties**

Eric Johnson, Executive Director, Washington State Association of Counties provided an update on the activities of the Washington State Association of Counties. Discussed legislative updates, ongoing litigation, and education and outreach activities.

*The Board went on **BREAK** at 9:50 am and **RECONVENED** at 10:00 am.*

**6) Affiliate and Trustee at Large Updates**

**a. Affiliate Updates**

Trustee Lonergan provided the Assessors update. Discussed turnover due to 2022 elections and recent elected members. Discussed legislative issues thus far in the 2023 session. Discussed progress on the aerial imagery study.

Trustee Duvall provided the Auditors update. Discussed legislative issues thus far in the 2023 session. Discussed preparations in elections for 2024 election cycle. Discussed recording fee issues and current impacts on the accuracy of record.

Melissa Beaton, Clerks Trustee provided the Clerks update. Discussed the upcoming spring conference and planning for the summer conference. Discussed statewide software update “Enterprise Justice” which improves on the Odyssey system. Discussed legislative issues thus far in the 2023 session.

Jon Tunheim, Prosecutors Trustee provided the Prosecutors update. Discussed legislative issues thus far in the 2023 session. Discussed issues regarding outside prosecutorial oversight/reviews at the state level.

Leslie Valz, Treasurers Trustee provided a Treasurers update. Discussed 2023 legislative priorities and other legislative issues thus far in the 2023 session. Discussed education and outreach related to tax statements.

#### **b. Trustee at Large Updates**

Tom Konis, Trustee at Large Position 2 provided a county category 2 update. Discussed meeting with local members to discuss shared areas of interest.

Carolyn Fundingsland, Trustee at Large Position 3 provided a county 3 category update. Discussed being in the learning phase of her role.

Trustee at Large Frazier provided a county 3 category update.

Katie Sloan, Trustee at Large Position 5 provided a county category 5 update. Discussed how to manage communications with members in county category 5.

#### **7) WACO 2023-2027 Strategic Plan – Implementations Work Plan**

President Gadman presented Strategic Plan implementation work plan overview. Asked Board members to review report and be prepared to discuss at the July 2023 Board of Trustees meeting.

Executive Director Wallace provided information on the staff interaction and review of the Strategic Plan and work toward identifying key Work Plan areas for the Board to review in preparation for creating an implementation framework.

#### **8) Staff Reports**

##### **a. Executive Director**

Executive Director Wallace presented the Executive Director report. Discussed the Washington Counties Building and renting space in the building to outside entities. Discussed work on the investment funds strategy thus far. Discussed county visits for 2023.

**b. Deputy Director**

Timothy Grisham, Deputy Director presented the Deputy Director report. Discussed 2022 communications analytics. Discussed progress on “Know Your County Officials” campaign. Discussed membership survey.

**c. Member Services Manager**

Executive Director Wallace presented the Member Services Manager report. Discussed partnership developments. Discussed affiliate highlights and outreach. Discussed the “WACO Wise Owl”.

**d. Finance and Administration Manager**

Tiffin Moreno, Finance and Administration Manager presented the Finance report.

*The Board **ADJOURNED** the regular meeting at 11:30 am.*





## MEMORANDUM

**DATE:** June 16<sup>th</sup>, 2023

**TO:** WACO Board of Trustees

**FROM:** Linda Hjelle, Snohomish County Assessor  
WACO Secretary/Treasurer, Audit Committee Chair

**SUBJECT: WACO AUDIT COMMITTEE REPORT**

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**Members Present:** Jackie Brunson, Skagit County Treasurer  
Heidi Hunt, Adams County Auditor  
Linda Hjelle, Snohomish County Assessor

**Additional Attendees:** Jennifer Wallace & Tiffin Moreno of WACO

### BACKGROUND AND SUMMARY:

Chair Hjelle gave an update on the Budget Committee meeting that took place in Ellensburg on Wednesday, May 17<sup>th</sup> as to discussion regarding the Investment Policy and potential proposal for changes in the investment plan. Consideration was given for potential income based on the recommendations of the committee. Presentations are scheduled for both Key Bank and ECIO. The draft investment policy will also be presented. Jackie and Heidi will be invited to attend.

The WACO Audit Committee discussed the reviewed reports for January, February, March, and April via zoom with Tiffin Moreno in the committee's quarterly meeting. Reports included the following:

WACO Bank Statements, WACO Board Financials, WACO Treasurer Financials, and the Leave Benefits Liability Balance.

Discussion included a question from Linda on status of Counties dues collection and what the follow up process is for collection.

**Outcomes of the committee meeting include:**

Jackie and Heidi will be invited to attend the July Board meeting for presentations and discussion of the Investment Policy and future investment actions.

**RECOMMENDED ACTION:** Information only, no action required.



## MEMORANDUM

**DATE:** July 3, 2023

**TO:** WACO Board of Trustees

**FROM:** Linda Hjelle, Snohomish County Assessor  
WACO Secretary/Treasurer, Audit Committee Chair

**SUBJECT: WACO INVESTMENT POLICY AND PLAN**

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### BACKGROUND AND SUMMARY:

WACO Secretary/Treasurer, WACO Executive Director, and WACO Finance and Administration Manager have been working with the WACO Audit Committee to explore a different approach to investment of WACO discretionary funds. This was prompted by committee and staff questioning current practice that results in burdensome reporting and tracking of accounts across multiple financial institutions, low-yield investment products also spread across institutions, and weak customer service relationships between financial institutions and WACO. Our goals for an alternative model are consolidation and enhanced yield, while upholding high levels of safety and security. Our intent is that our recommendation and the Board decision on moving to a different model would be based on the newly developed investment policy adopted by the WACO Board.

Staff began searching for options for WACO to secure investment advising, as well as models of investment policies in February. At the March WACO Board meeting we presented information gathered, which represents varying approaches and levels of cost and complexity.

Although we sent inquiries to 9 different institutions / organizations, we received responses and met with representatives from three: PNC Bank, KeyBank and eCIO. For the most part, larger institutions do not work with organizations with assets as small as WACO, and we did not seek individual investment advisors. Our initial search focused on firms that advise nonprofits, to ensure familiarity with special laws / rules that govern nonprofit investing. Following our conversations with eCIO and PNC Bank, Audit Committee member Skagit County Treasurer Jackie Brunson mentioned the “client relations manager” they have at KeyBank and encouraged us to speak with Key about this and the possibility of receiving investment services from them. Below are the high points of what we learned from the three conversations conducted.

<b>Responsive to WACO</b>	<b>eCIO</b>	<b>PNC Bank – Institutional Asset Group</b>	<b>KeyBank</b>
Who are they	Fiduciary investment advisor for nonprofit organizations. Their mission is to provide a high-quality, low-cost alternative for nonprofits	One of the largest diversified financial services institutions in the United States	One of nation’s largest bank-based financial services companies. Current bank for WACO savings / checking / bill paying.
Nature of service	Design and manage an investment program for nonprofits. They work through Charles Schwab. Combination of short- and long-term investments	We are too small for their outsourced investment officer program. His advice - RFP out to solicit individual advisor proposals.	Insured cash sweep (ICS)*. Transfer WACO finances to other institutions such as all assets held at KeyBank.  How an ECS works is that the primary bank divided the funds t into amounts up to \$250,000 (the standard FDIC maximum) and transfers these smaller deposits to ICS Network banks who are all FDIC-insured.
Cost	\$5,000 annual “relationship fee”  Fees - .5% long-term portfolio; .25% cash management portfolio	N/A	Estimated \$322 monthly service charge

Pros	Understand nonprofits. Would include assistance in developing investment policies.	N/A	Consolidated management; liquidity. Rather than WACO managing < \$250,000/institution, the ICS program accomplishes this and centralizes the funds at KeyBank. One institution statement; one-stop account access. Even if break current terms on CDs, still estimates \$17,000 annual gain over current returns.
Cons	Not sure if degree of liquidity will meet our needs.  May be more complex than need; fees	N/A	May not have as great a yield as other investment options, but less risk

\*Articles on pros and cons of ICS programs –

[https://www.sec.gov/oiea/investor-alerts-bulletins/ib\\_banksweep](https://www.sec.gov/oiea/investor-alerts-bulletins/ib_banksweep)

<https://www.investopedia.com/terms/s/sweepaccount.asp>

Following our presentation at the March WACO Board meeting, a Board member suggested a number of good questions of particular relevance to any bank under consideration. These questions were posed to KeyBank, both because the questions are most relevant to their proposal and because the Audit Committee favors the KeyBank proposal for its liquidity and management features. Their answers, as well as answers we were able to independently secure, are below.

What is the explanation for why their offering (insured cash sweep - ICS) is low risk?

*“the program is set up specifically to ensure no more than \$250k in deposits from any one tax ID is placed in any single financial institution. That is the very basis for FDIC insurance coverage and to help ensure this is the case, in addition to the technological platform that manages the deposits, a third-party custodian is also involved to ensure that funds move as they ought to and where they ought to. Further, you will have full visibility on a daily basis to view where your deposits are placed and the balance at each bank.”*

Nikki Wells at WACO's auditing firm Aiken-Sanders refers to ICS as "very good program."

1. Is the financial institution a Qualified Public Depository for the WA PDPC? (even though it doesn't apply for protection for WACO funds, it could be an indicator)

*Yes, KeyBank is on the WAC PDPC list.*

2. How often will we monitor the financial institution's credit rating? For Key Bank N.A. <https://investor.key.com/investor-overview/credit-ratings/default.aspx>

*(Note from JW – this seems more a question for the WACO Board/Audit Committee)*

3. How big is the financial institution? What is the value of their assets? Are they subject to the Frank Dodd Act?

*KeyBank is fully subject to any applicable regulations within the Dodd–Frank Wall Street Reform and Consumer Protection Act of 2010.*

4. How diversified are their clients?

*"we have a very diverse book of clients both geographically and by industry. Our footprint is truly nationwide with focuses in the Northeast, Midwest, and PNW. We have great diversification with a diverse mixture of retail banking, middle market, and large corporate clients of all types"*

5. Research your bank: The FDIC keeps its problem bank list confidential, but Weiss Ratings uses a similar grading system for its Bank Safety Ratings. This rates banks by letter grade and allows you to look up your bank. You can also evaluate your bank's Texas Ratio.

Weiss gives KeyBank a B+. They rate "good" on capitalization, asset quality and Profitability, "weak" on liquidity, and "excellent" on stability. Full report here - <https://weissratings.com/en/bank/17534>

6. Look online for information on how do I know my bank is safe?

Here is a report on KeyBank on the FDIC BankFind database -

<https://banks.data.fdic.gov/bankfind-suite/FinancialReporting/details/17534?establishedEndRange=4%2F4%2F2023&establishedStartRange=01%2F01%2F1792&inactiveEndRange=4%2F4%2F2023&inactiveStartRange=01%2F01%2F1970&incomeBasis=YTD&institutionType=banks&limitEstablishedDate=false&limitInactiveDate=false&reportPeriod=20221231&reportType=assets-liabilities-and-capital&unitType=%24>

And an article on how to consider this data - <https://nextcity.org/urbanist-news/how-safe-is-my-bank-how-to-find-and-assess-banks-balance-sheet-risk>

## **WACO Investment Policy**

Regardless of decision as to financial advisor or financial institution, The Audit Committee recommends adoption of Investment Policy as an addition to the financial and internal controls policies already in the WACO Policy Manual. The pages that follow contains a draft investment policy for Board consideration.

**RECOMMENDED ACTION:** The Board will review, discuss and pose questions related to the Audit Committee's study and recommendations and may move to approve a course of action.

# Washington Association of County Officials - Investment Policy

## I. POLICY

It is the policy of the Washington Association of County Officials (WACO) to invest its funds in a manner which will provide maximum security, meet daily cash flow demands, conform to all relevant state statutes, and provide a market rate of return through budgetary and economic cycles.

## II. SCOPE

This investment policy applies to all financial assets of WACO as accounted for in the WACO Annual Report and as managed according to WACO Finance and Internal Controls Policy and includes both General Operating and Reserve Funds.

## III. PRUDENCE

The standard of prudence to be used by investment officials shall be the “**Prudent Person**” standard and shall be applied in the context of managing an overall portfolio under prevailing economic conditions at the moment of investment commitments. Investment officers acting in accordance with written procedures and the investment policy and exercising due diligence, shall be relieved of personal responsibility for an individual security’s credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

In determining whether an Investment official has exercised prudence with respect to an investment decision, the determination shall be made taking into consideration the investment of all funds over which the official had responsibility rather than a consideration as to the prudence of a single investment, and, whether the investment decision was consistent with the written investment policy of the entity.

## IV. OBJECTIVES

The primary objectives of WACO investment activities shall be:

**Safety**: Safety of principal is the foremost objective of the WACO’s investment program. Investments of WACO will be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. To obtain this objective, diversification is required in order that potential losses on individual securities do not exceed the income generated from the remainder of the portfolio.

**Liquidity**: The portfolio will remain sufficiently liquid to enable WACO to meet all cash requirements that might reasonably be anticipated. This is accomplished by structuring the portfolio so that securities mature concurrent with cash needs to meet anticipated demands (static liquidity). Furthermore, since all possible cash demands cannot be anticipated, the



# Washington Association of County Officials - Investment Policy

portfolio should consist largely of securities with active secondary or resale markets (dynamic liquidity).

**Return on Investment:** The Investment portfolio shall be designed with the objective of attaining a market rate of return through budgetary and economic cycles, taking into account WACO's risk constraints and liquidity needs. Return on investments is of secondary importance compared to the safety and liquidity objectives described above. The core of investments is limited to relatively low risk securities in anticipation of earning a fair rate of return relative to the risk being assumed. Securities shall generally be held until maturity with the following exceptions:

- A security with declining credit may be sold early to minimize the loss of principal.
- A security swap would improve the quality, yield, or target duration of the portfolio.
- Liquidity needs of the portfolio require that the security be sold early.

## V. DELEGATION OF AUTHORITY

- A. The WACO Executive Director will serve as day-to-day Investment Officer, whose responsibilities will include oversight of the fiduciary responsible for daily transactions in the WACO investment portfolio based on liquidity and cash flow requirements of the organization and its funds.
- B. The WACO Audit Committee shall regularly review the performance of the WACO investment portfolio and its compliance with the safety, security and return objectives of the organization.
- C. The WACO Board of Trustees will receive a report from the Audit Committee on the WACO investment portfolio at their regular meetings.
- D. The WACO Annual Report will include data and a brief narrative on the status and performance of the WACO investment portfolio.
- E. No person may initiate investment transactions on behalf of WACO without the express written consent of the WACO Executive Director after consultation with the WACO Audit Committee.

## VI. ETHICS AND CONFLICTS OF INTEREST

- A. WACO officers and employees will recognize that the investment portfolio is subject to public review and evaluation. The overall program will be designed and managed with a degree of professionalism that is worthy of the membership's trust.

# **Washington Association of County Officials - Investment Policy**

- B. WACO officers and employees involved in the investment process shall refrain from personal business activity that may conflict with the proper execution of the investment program or may impair their ability to make impartial investment decisions. Investment officials shall disclose to the WACO Audit Committee any material financial interests in financial institutions that conduct business with WACO, and they will further disclose any personal financial or investment positions that could be related to the performance of the WACO.

## **VII. AUTHORIZED FINANCIAL DEALERS AND INSTITUTIONS**

- A. Selection of a primary bank for WACO general banking services will be made by the Executive Director.
- B. The WACO Secretary/ Treasurer, as Audit Committee Chair, will maintain a list of financial institutions/organizations authorized to provide investment services. In addition, a list will also be maintained of approved security broker/dealers selected by credit worthiness. These may include “primary” dealers or regional dealers that qualify under Securities and Exchange Commission Rule 15C3-1 (uniform net capital rule).

Certificates of deposit will be purchased only from those institutions approved by the Washington Public Deposit Protection Commission (PDPC) as eligible for deposit of public funds. The Executive Director will annually provide the Audit Committee with the eligibility list provided by the PDPC as the approved depository list.

The maximum amount placed with any one depository will not exceed the net worth of the institution as determined by the PDPC.

- C. WACO may participate in an Insured Cash Sweep (ICS) program set up specifically to ensure no more than \$250k in deposits from any one tax ID is placed in any single financial institution. In addition to the technological platform that manages the deposits, a third-party custodian will be involved to ensure that funds move as they ought to and where they ought to. The program must ensure full visibility on a daily basis to view where WACO deposits are placed and the balance at each bank.
- D. Qualified fiduciaries and financial institutions will be reviewed and selected by the Executive Director and Audit Committee on a routine basis. All fiduciaries and financial institutions who desire to do business with WACO must supply the Treasurer with the following:
  - 1. Annual audited financial statements.
  - 2. Proof of FINRA (Financial Industry Regulatory Authority) certification.
  - 3. Proof of registration with the State of Washington.

# Washington Association of County Officials - Investment Policy

4. Response in questions to any questions from the Executive Director or Audit Committee.
5. Signed acknowledgement of having read the WACO Investment Policy.

The Executive Director and Audit Committee will conduct an annual review of the financial condition of the firms. A current audited financial statement is required to be on file for each financial institution and fiduciary with whom WACO invests.

## VIII. AUTHORIZED INVESTMENTS

WACO is empowered to invest in the following types of securities:

- U.S. Treasury Obligations
- U.S. Government Agency obligations and U.S. Government Sponsored Enterprises (GSE's) which may include, but are not limited to the following: Federal Farm Credit Bank (FFCB), Federal Home Loan Bank (FHLB), Government National Mortgage Association (GNMA), Federal Home Loan Mortgage Corporation (FHLMC), Federal National Mortgage Association (FNMA), Student Loan Marketing Corporation (SLMA), Tennessee Valley Authority (TVA),
- Supranational – Certificates, notes, or bonds of the United States, or other obligations of the United States or its agencies, or of any U.S. dollar denominated bonds, notes, or other obligations that are issued or guaranteed by supranational institutions, provided that, at the time of investment, the institution has the United States government as its largest shareholder.
- Corporate Notes, purchased on the secondary market, provided that the policy adheres to the investment policies and procedures adopted by the Washington State Investment Board. \*\* Please see attached Appendix with the most current adopted policy. (INSERT CREDIT MONITORING CRITERIA HERE).
- Banker's Acceptances (BA's) purchased on the secondary market.
- Commercial Paper, purchased in the secondary market, provided that the policy adheres to the investment policies and procedures adopted by the Washington State Investment Board. \*\* Please see attached Appendix with the most current adopted policy.
- Non-negotiable Certificates of Deposit of financial institutions which are qualified public depositories as defined by RCW 39.59 and in accordance with the restrictions therein.
- Bonds of the State of Washington and any local government in the State of Washington, which bonds have at the time of investment one of the three highest

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credit ratings of a nationally recognized rating agency.

- General obligation bonds of a state other than the State of Washington and general obligation bonds of a local government of a state other than the State of Washington, which bonds have at the time of investment one of the three highest credit ratings of a nationally recognized rating agency.
- A signed master repurchase agreement in conformance with the Public Securities Association (PSA) model agreement.

## IX. COLLATERALIZATION

### A. Repurchase Agreements:

1. The collateral for repurchase agreements shall be U.S. Treasury or Agency securities with a term of maturity not to exceed the maximum maturity allowed by investment policy.
2. Mortgage-backed securities of any maturity will not be accepted as collateral.
3. In order to anticipate market changes and provide a level of security for all funds, the collateralization level will be at 102% of the market value of principal and accrued interest.
4. Collateral is to be delivered to and held by the trust department of the bank with whom the WACO is currently using as the WACO safekeeping custodian. Collateral held for repurchase agreements will be evidenced by safekeeping receipts provided to the Treasurer.
5. At a minimum, the value of the securities must be marked market on a weekly basis. Prevailing market conditions may dictate more frequent repricing at the discretion of the Audit Committee.

## X. SAFEKEEPING AND CUSTODY

### A. Delivery vs. Payment:

All trades of marketable securities will be executed by delivery vs. payment (DVP) to ensure that securities are deposited with a third-party custodian prior to the release of funds.

### B. Safekeeping:

Securities will be held by an independent third-party custodian selected by the Board of Trustees. Safekeeping receipts will evidence all transactions.

### C. CD's:

Certificates of deposit will be held by the Treasurer Executive Director.

# Washington Association of County Officials - Investment Policy

## XI. DIVERSIFICATION

It is the policy of WACO to diversify its investment portfolio in order to eliminate risk of loss resulting from the over-concentration of assets in a specific maturity, issuer or class of securities. Diversification strategies shall be determined by fiduciary and revised periodically by the Executive Director and Audit Committee for all funds. In establishing specific diversification strategies, the following constraints shall apply:

U.S. Treasury Obligations	100%
Federal Agency securities	90%
Public Fund Interest Bearing Investment Accounts	40%
Certificates of Deposit (CDs)	40%
Repurchase Agreements (Repos)	40%
Bonds of State of Washington or any local government in the State of Washington	20%
Bonds of other states or local governments of a state other than the State of Washington	15%
Supranational	20%
Banker's Acceptance (BA's)	10%
Commercial Paper & Corporate Notes Combined	25%
Insured Cash Sweep (ICS) where all funds are FDIC insured up to the FDIC insured limit.	100%

## XII. SALE OF PORTFOLIO

Any major changes in Investment Strategy including the liquidation of the portfolio shall require a majority vote of the WACO Board of Trustees.

## XIII. MATURITIES

To the extent possible and to preclude sales of securities that could result in a loss, investments will be made to coincide with anticipated cash flow requirements. Because of

# **Washington Association of County Officials - Investment Policy**

inherent difficulties in accurately forecasting cash flow requirements, a portion of the portfolio should be continuously invested in readily available funds such as money market funds to ensure that appropriate liquidity is maintained to meet ongoing obligations.

- A. Satisfying this requirement, remaining funds may be invested in authorized securities not to exceed five years in maturity, except when compatible with a specific fund's investment needs.
- B. To ensure additional liquidity and provide for ongoing market opportunity the weighted average maturity and modified duration of the overall portfolio shall not exceed three years without the prior written approval of the Executive Director.

## **XIV. INTERNAL CONTROL – WE HAVE INTERNAL FINANCIAL CONTROLS POLICY ALREADY**

The WACO Board of Trustees and Executive Director are responsible for establishing and maintaining an internal control structure designed to ensure that the assets are protected from loss, theft or misuse and is subject to independent review by an external auditor. This review will provide internal control by assuring compliance with policies and procedures. The internal controls shall address the following points:

- Control of collusion
- Separation of transaction authority from accounting and recordkeeping
- Custodial Safekeeping
- Avoidance of physical delivery securities
- Clear delegation of authority to subordinate staff members
- Written confirmation of transactions for investments and wire transfers
- Development of a wire transfer agreement with the lead bank and third-party custodian

## **XV. PERFORMANCE STANDARDS/BENCHMARK**

The investment portfolio will be managed in accordance with the parameters specified within this policy. The investment portfolio will be designed to obtain an average rate of return during budgetary and economic cycles, consistent with the investment objectives and cash flow needs. A series of appropriate benchmarks shall be established against which performance shall be compared on a regular basis. The benchmark will be reflective of the actual securities being purchased and the risks undertaken. The benchmarks will have a similar weighted average maturity as the portfolio.

## **XVI. PROCEDURES**

# **Washington Association of County Officials - Investment Policy**

Day-to-day procedures concerning investment management and accounting are outside the scope of this policy. As deemed necessary, the Executive Director will establish written procedures for the operation of the investment program consistent with this policy.

## **XVII. REPORTING**

At least quarterly, a report will be submitted to the WACO Audit Committee for their review, summarizing the current position of the portfolio for WACO. The Secretary/Treasurer, as Audit Committee Chair, will report to the Board at each regularly scheduled meeting. The Executive Director and Finance and Administration Manager shall report to the committee on the current investment strategy being followed and recent economic conditions and market developments which have a bearing on this strategy. This management report will be prepared in a manner which will allow the Audit Committee to ascertain whether investment activities during the reporting period have conformed to the investment policy. The report will include:

- A listing of individual securities held at the end of the reporting period by authorized investment category
- Asset allocation of types of securities
- Performance of portfolio and its appropriate benchmark(s)

## **XVIII. INVESTMENT POLICY ADOPTION**

WACO investment policy shall be adopted by a majority vote of the WACO Board of Trustees. The policy shall be reviewed on an annual basis by the Audit committee and the Board of Trustees must approve any modifications.



## MEMORANDUM

**DATE:** July 18, 2023

**TO:** WACO Board of Trustees

**FROM:** Finance and Administration Manager

**SUBJECT:** FUND SALARY INCREASES

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**BACKGROUND INFORMATION:** At the March 2023 board meeting a motion was made and approved by the board to fund salary increases for the Executive Director and the Deputy Director effective July 1, 2023. It was requested by the board for WACO staff to suggest how to fund the increase.

WACO Finance and Administration Manager estimates that the increase in wages for the two staff members would result in a minimum of \$28,362 additional costs needed to fund this approved motion. This amount does include the wages, taxes and 401K matching as per WACO policies, but does NOT include the increase that will result in the additional costs that will occur when either staff member takes paid time off. This number is difficult to estimate as it depends on how much paid leave is taken by the two staff members for the increased wages. There is currently \$44,957.885 in the unexpended – Board Unrestricted fund (fund 20) and it is the suggestion of WACO staff that \$40,000 of the available balance in fund 20 be transferred from that fund to the Operating fund (fund 10) to cover any and all expenses these approved salary increases will occur.

**RECOMMENDED ACTION:** Board review, discuss and move proposed transfer or direct staff otherwise.



### JENNIFER WALLACE

New Wage	Current Wage	Monthly Increase			
\$15,122.00	\$12,775.00	\$2,347.00	X 6 months	\$14,082.00	Total Wage Change
				\$445.28	Social Security*
				\$204.19	Medicare
				<u>\$1,056.15</u>	401K
				\$15,787.62	Total Jennifer's Increase

### TIMOTHY GRISHAM

New Wage	Current Wage	Monthly Increase			
\$11,958.00	\$10,173.00	\$1,785.00	X 4 months	\$7,140.00	
\$12,521.00	\$10,631.00	\$1,890.00	X 2 months	<u>\$3,780.00</u>	
				\$10,920.00	Total Wage Change
				\$677.04	Social Security
				\$158.34	Medicare
				<u>\$819.00</u>	401K
				\$12,574.38	Total Tim's Increase

TOTAL \$28,362.00 \*\*

\* Social Security limit is \$160,200 gross wages in 2023

\*\* This amount does NOT include paying higher rate for paid time off



## MEMORANDUM

**DATE:** July 3, 2023  
**TO:** WACO Board of Trustees  
**FROM:** Lisa Frazier, WACO Personnel Committee Chair  
**SUBJECT: PERSONNEL COMMITTEE REPORT**

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### BACKGROUND INFORMATION:

Current members of the WACO Personnel Committee include:

- Mike Lonergan, Pierce County Assessor / Treasurer
- Linda Hjelle, Snohomish County Assessor
- Brenda Chilton, Benton County Auditor
- Ex-Officio member Jeff Gadman, Thurston County Treasurer, WACO President

### Cost of Living Adjustment

Last year the committee recommended, and the Board adopted, the following policy related to Cost-of-Living Increases:

*Review by the Personnel Committee and action by the Board of Trustees shall take place timely to inform development of the preliminary budget by the Budget Committee. First review of the Personnel Committee will be based on the April CPI for the Budget Committee's May consideration, followed by the Board of Trustees' consideration and adoption of the annual budget in July. The Personnel Committee will again review October CPI data to inform possible adjustments to the upcoming year budget for consideration by the Board in December.*

The April CPI was released May 10<sup>th</sup> and may be found here - [https://www.bls.gov/regions/west/news-release/consumerpriceindex\\_seattle.htm](https://www.bls.gov/regions/west/news-release/consumerpriceindex_seattle.htm). It reported a 6.9% increase over the previous 12 months. The Personnel Committee met on May 12<sup>th</sup> and forwarded their recommendation to the Budget Committee for a 4% COLA for WACO staff salaries.



## MEMORANDUM

**DATE:** July 18, 2023

**TO:** WACO Board of Trustees

**FROM:** Jeff Gadman, Thurston County Treasurer  
WACO President, Budget Committee Co-Chair  
Stacie Prada, Jefferson County, Treasurer  
WACO Immediate Past President, Budget Committee Co-Chair

**SUBJECT:** WACO 2024 BUDGET

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**BACKGROUND INFORMATION:** Per WACO Policy, WACO Executive Officers serve as the budget committee and prepare a proposed, balanced budget for the Board to review and adopt at the July Board meeting annually.

At their budget development meeting on May 17, 2023, the budget committee addressed several policy and fiscal issues and options, discussed below. Deliberations and decisions on these issues yielded the proposed 2024 budget and related materials appended to this memo. The budget committee met on May 17 to discuss WACO's 2024 budget.

The following budget is being recommended by the budget committee for 2024. The most important recommended changes over the 2023 budget that are included in the proposed 2024 budget are:

1. Change external audit schedule from annual to semi-annual. Current auditing firm estimates this would add four hours to billable hours semi-annually for an estimated cost savings in the off years of \$7,550
2. Do not participate in the AWC salary survey for 2024. Cost savings = \$2000

3. Relocate the July 2024 Board meeting to the Washington Counties Building in Olympia. Cost savings =\$3,500
4. Provide a COLA for the member services manager and finance and administration manager positions only in recognition of adjustment already made for executive director and deputy director positions. Cost savings = \$14,832
5. Raise member registration fee embedded in county reimbursement from \$400 to \$425. Raise non-member registration to \$475. Revenue = \$6,950
6. Raise county reimbursement by the April Seattle CPI over-the-year percentage rate of 6.9%. Revenue = \$52,801
7. Budget assumes an increase in revenue due to proposed change in investment policy/practice.

**RECOMMENDED ACTION:** Board ask questions, discuss, and make a motion related to the proposed 2024 WACO budget.

## 2024 PROPOSED WACO OPERATING AND DESIGNATED FUNDS BUDGET SUMMARY

7/17/2023		Funded through County Dues and Other Income							
Fund # in MIP	10	10	20	21	30	31	50	51	
2024 Proposed Budget with 4% for MSM & FAM COLA, 6.9% increase in county reimbursement	2023 Approved Operating Budget	2024 Projection Operating Budget	2024 Projection Unexpended (Contingency) Budget	2024 Projection Operating Reserve Budget	2024 Projection Capital Reserve Budget - WCB Maint	2024 Projection Capital Reserve Budget - Tech &	2024 Projection Designated Funds Budget - NEO Conf	2024 Projection Designated Funds Budget - Prof Fees	Total to Fund all Accounts in 2024
<b>REVENUE</b>									
Carryforward Fund Balance									\$0
Membership Reimbursements	\$1,010,224	\$1,079,929							\$1,079,929
Membership - Annual Conf									\$0
WAPA Allocation Pass-Through	-\$244,979	-\$261,883							-\$261,883
Contracts	\$11,800	\$1,800							\$1,800
Conference:Annual	\$153,075	\$164,900							\$164,900
Education	\$4,000	\$6,000							\$6,000
Rental	\$28,536	\$28,536							\$28,536
Miscellaneous	\$6,953	\$22,000							\$22,000
Scholarship	\$0	\$0							\$0
Hospitality	\$0	\$0							\$0
Fund: NEO	\$0	\$0					\$4,000		\$4,000
Fund: Prof Fees: SAO	\$0	\$0						\$7,750	\$7,750
Fund: Prof Fees: Legal	\$0	\$0							\$0
Fund: WCB: Bldg Maint	\$0	\$0							\$0
Fund: Tech/Equip Replacement	\$0	\$0							\$0
<b>Total Revenue</b>	<b>\$969,609</b>	<b>\$1,041,282</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,000</b>	<b>\$7,750</b>	<b>\$1,053,032</b>
<b>EXPENSES</b>									
Payroll and Benefits	\$591,648	\$678,133							\$678,133
Conference	\$95,700	\$95,700							\$95,700
Education	\$1,500	\$1,500							\$1,500
Professional Services	\$10,575	\$4,100							\$4,100
Legislative	\$83,500	\$83,500							\$83,500
Operations/Administration	\$108,913	\$106,774							\$106,774
Communications	\$12,248	\$10,775							\$10,775
Outreach to Membership	\$0	\$0							\$0
Insurance-Business	\$4,900	\$4,900							\$4,900
Travel	\$48,000	\$40,500							\$40,500

Membership and Subscriptions	\$5,750	\$3,650								\$3,650
Scholarship	\$0	\$0								\$0
Hospitality	\$0	\$0								\$0
Tech Equip	\$0	\$0								\$0
Depreciation	\$0	\$0								\$0
<b>RESERVES TO FUND</b>										\$0
TRX to Prof Fees: SAO	\$5,000	\$4,000					\$4,000			\$8,000
TRX to Prof Fees: Legal	\$0	\$0								\$0
TRX to WCB: Bldg Maint	\$0	\$0								\$0
TRX to T&E: Tech/Equip	\$0	\$0								\$0
TRX to Conf NEO	\$1,875	\$7,750						\$7,750		\$15,500
TRX Out of Op Fund	\$0									\$0
Contingency										\$0
<b>Total Expenses</b>	<b>\$969,609</b>	<b>\$1,041,282</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,000</b>	<b>\$7,750</b>		<b>\$1,053,032</b>
Dif between Rev & Expenses		<b>\$0</b>								
Est. Ending Balance 2023	\$15,350	\$0	\$4,957	\$500,000	\$100,579	\$8,999	\$6,141	\$6,166		
Est. 2024 Revenue	\$969,609	\$1,041,282					\$7,750	\$4,000		
Est. 2024 Expenses	-\$969,609	-\$1,041,282				-\$3,000				
TRX to Other Funds		\$0								
Est. 2024 Ending Cash Balance	\$15,350	\$0	\$4,957	\$500,000	\$100,579	\$5,999	\$13,891	\$10,166		
Fund \$\$ Goal:			\$0	\$500,000	\$120,000	\$10,000	\$30,000	\$32,000	Approved Goal Amount	
			100%	100%	84%	60%	46%	32%	Aprox percentage of goal met	

1 = \$500k goal obtained; replenish as used

1a = \$120k matches the reserve WSAC carries on their books; goal of desired time to obtain has not been determined

1b = \$10k is the recommended goal value; add to and replenish as used

1c = to be replenished beginning with 2023-27 budgets

1d = \$12k is the recommended goal value based on current SAO rates; reserve \$4k annually; replenish as used & adjust with new rates

1d = \$20k is the Board recommended starting value for this approved legal fund; add to and replenish as used

## 2024 OPERATING FUND Income Worksheet

			Proposed 2024 6.9% increase to balance	Prior YR (2023) Approved Budget
<b>Members Cost Allocations</b>				
Membership Income - County Reimbursements	2023=county portions based on qty of ppl; increase approved at 5.1% (CPI-U Seattle)		\$ 1,079,929.00	\$ 1,010,224.00
WAPA Grant			(\$261,883.00)	\$ (244,979.00)
<b>Total Members Cost Allocations</b>			\$ 818,046.00	\$ 765,245.00
<b>Contracts</b>				
DSHS	12 months based 2022=\$1,735		\$ 1,800.00	\$ 1,800.00
<b>Total Contracts</b>			\$ 1,800.00	\$ 1,800.00
<b>Conferences</b>				
* <b>Annual Conference</b>	<b>Davenport Historic in 2024</b>			
Conference Revenue - All Members Paid by County	2022 begin including conf attendance to dues; based on 258 avg Cty Eos @ \$400pp, 2022=\$97,200		\$ 109,650.00	\$ 103,200.00
Conference Revenue - Non-Member Attendee	27 ppl @ \$390 avg in 2018; 3@ \$450 in 2019; ?# in 2021 at \$450, 2022=\$9,515 (\$400X24)		\$ 9,500.00	\$ 4,500.00
Conference Revenue - Exhibitor	2016=\$20,383; 2017=\$19,960; 2018=\$24,275; 2019=\$28,000; 2020 data not used, 2021=\$24,950, 2022=\$30,951		\$ 30,000.00	\$ 30,000.00
Conference Revenue - Sponsorships	2016=\$5,160; 2017=\$8,874; 2018=\$10,400; 2019=\$5,500; 2020 data not used, 2021=\$21,865, 2022=\$25,750		\$ 15,750.00	\$ 15,000.00
<b>Total Conferences</b>			\$ 164,900.00	\$ 153,075.00
<b>Non-Conference Education</b>				
Non-conference education/partnership sponsored	sponsor to support training, 2022=0		\$ 6,000.00	4,000.00
<b>Total Non-Conference Education</b>			\$ 6,000.00	4,000.00

2024 Income Worksheets

2024 OPERATING FUND Income Worksheet

Rental

Rental Income - WAPA	2013-2018=\$2129pm; 2019=\$2204pm; 2020=\$2296; 2021=\$2643(actual \$2296); 2022=\$2296; 2023 = \$2378/month
<b>Total Rental Receipts</b>	

Miscellaneous

Income Interest	based on projections 2022=\$2,682 conservative projection based 2020 recvg of
Misc Income / Restitution	restitution 2022=\$8,372
<b>Total Miscellaneous</b>	

**TOTAL 2024 INCOME**

Proposed 2024 6.9% increase to balance	Prior YR (2023) Approved Budget
28,536.00	28,536.00
28,536.00	28,536.00
18,000.00	4,553.00
4,000.00	2,400.00
22,000.00	6,953.00
<b>\$ 1,041,282.00</b>	<b>\$ 959,609.00</b>



Payroll and Benefits

Conferences

Annual Conference

In Kind

2022 = \$12,950.63

Prior YR (2023)  
Approved Budget

Proposed 2024

\$ 678,133.00

\$ 591,648.00

Annual Conference - Facility/Equip Rental

Davenport 2018=\$13789; Murano 2019=\$21891; Davenport (Virtual) 2020=\$1246; Murano 2021=\$39k Centennial 2022 = \$22708

\$ 30,000.00

\$ 33,100.00

Annual Conference - Food/Catering

Davenport 2018=\$27974; Murano 2019=\$21791; Davenport 2020 (COVID)=\$0; 2021=\$28k 2022=\$32,316

\$ 28,000.00

\$ 28,000.00

Annual Conference - Outgoing President's Reception (food & entertainment)

Davenport 2018=\$6502; Murano 2019=\$5500; Davenport 2020 (COVID)=\$0; 2021=\$4217, 2022=\$5,473

\$ 7,500.00

\$ 7,500.00

Annual Conference - Facilitators/Speakers/Trainers w Travel Exp/Color Guard

2016=\$8925; 2017=\$1489(joint conf); 2018=\$12800; 2019=\$8652; 2020 (COVID)=\$1k; 2021=\$7700, 2022=\$14,310 + \$300 color guard

\$ 15,050.00

\$ 13,500.00

Annual Conference - Entertainment/Music for banquet

2018=\$1200; 2019=\$1001; 2020 (COVID)=\$0; 2021=\$3k, 2022=\$4620

\$ 4,550.00

\$ 3,000.00

Annual Conference - Conference platform and software for virtual

Prior year fees incurred 2015=\$1519; 2016=\$3419; 2017=\$2081; 2018=\$3450; 2019=\$431; 2020 (COVID)=\$1324; 2021=\$5,500, 2022=\$4.130

\$ 6,300.00

\$ 6,300.00

Annual Conference - Admin/Supplies/Printing/Staff/hospitality Suite

2018=\$8471; 2019=\$1946; 2020 (COVID)=\$0; 2021=\$2500, 2022 =\$857 + \$1507 for hospitality

\$ 2,800.00

\$ 2,800.00

Awards & Recognition

2018=\$3525; 2019=\$1212; 2020=\$965; 2021=\$1666, 2022=\$2,621

\$ 1,500.00

\$ 1,500.00

TOTAL ANNUAL CONFERENCE

\$ 95,700.00

\$ 95,700.00

Non-Conference Education

Education/Training - Members

\$ 1,500.00

\$ 1,500.00

\$ 1,500.00

\$ 1,500.00

Professional Fees - Acctg/Auditing/PR

Aiken Sanders - Bi-Annual Audit /Annual 990 Prep

2017=\$6700; 2018=\$6800; 2019=\$6800; 2020=\$7250; 2021=\$7500, 2022=\$7,750, 2025 s/b about \$8,750

\$ 1,200.00

\$ 8,000.00

Gallagher/Definiti - 401k Financial Fees

2016=\$767; 2017=\$2200; 2018=\$2200; 2019=\$1964; 2020=\$3538; 2021=\$2200, 2022=\$2,685, 2023=\$2,662

\$ 2,700.00

\$ 2,300.00

AATRIX - 941/942/W2/1099/1096 Processing

2022=\$189

\$ 200.00

\$ 275.00

Total Professional Fees

\$ 4,100.00

\$ 10,575.00

Legislative Advocacy

Contract - Legislative/Advocacy

M Shaw contract through 2025 - HOLDS @ \$72k py; David Foster \$8k

\$ 80,000.00

\$ 80,000.00

Legislative Sessions Support - Waco Day Hill

2018=\$2520; 2019=\$3860; 2020=\$3471; 2021=\$0, 2022=\$0, 2023=\$3,275

\$ 3,500.00

\$ 3,500.00

Total Legislative Advocacy

\$ 83,500.00

\$ 83,500.00

2024 Expenses Worksheets

**Operations / Administration**

Supplies/Printing-Copier & Professionally		2022=\$1,596	\$ 2,000.00	\$ 3,000.00
Office Software/Renewals:		based on current contract/service of softwares		
	Adobe	2022=\$1,365, 2023 = \$1,365	\$ 1,600.00	\$ 1,500.00
	Office 365	2022=\$1,292	\$ 1,300.00	\$ 1,320.00
	MIP Licensing	2022=\$2,153, 2023=\$2,325	\$ 2,535.00	\$ 2,950.00
	Canva Design	2022=\$120	\$ 120.00	\$ 200.00
	Dashlane Password Storage Software	2022=\$300, 2023=\$262.80	\$ 270.00	\$ 250.00
	Postage & UPS	2022=\$16	\$ 50.00	\$ 250.00
Office Lease - WCB		2018=\$6600; 2019=\$6750; 2020=\$6933; 2021=\$7100, 2022=\$7,362, 2023=\$7,668.50	\$ 92,022.00	\$ 92,022.00
Telephone - Cell Reimbursement		phones run through WCB network expense; staff Cell reimbursement \$30/mo/pp	\$ 1,440.00	\$ 1,440.00
Equipment Rental & Maint. Agree. Thru 9/2024		2015=\$8700; 2016=\$5437; 2017=\$7653; 2018=\$7274; 2019=\$5783; 2020=\$3522; 2021=\$4200 est , 2022=\$4,333		
		Copier contract 9/2019-9/2024	\$ 4,500.00	\$ 4,600.00
Property Taxes		copier & office property=\$350; DOR & City of OLY-B&O tax-NA, 2022=\$229	\$ 300.00	\$ 300.00
Fees - Banking/Misc		2016=\$712; 2017=\$208; 2018=\$555; 2019=\$641; 2020=\$480; 2021=\$485 est, 2022=\$550	\$ 36.00	\$ 600.00
License Fees and Permits		Sec of State; DOL; Notary License, 2022=\$100	\$ 100.00	\$ 30.00
Miscellaneous		used for items not in other categories; to balance budget, 2022=\$1,303	\$ 501.00	\$ 451.00
<b>Total Operations</b>			\$ 106,774.00	\$ 108,913.00

**Communications**

Communication Services:				
Vimeo - Video Sharing		2022=\$344	\$ 350.00	\$ 100.00
Web Conf Service - Zoom		2020=\$1200 (disc new user); 2021=\$1300 bdgt, 2022=\$1,345	\$ 1,500.00	\$ 1,800.00
CivicPlus - Website Platform		2019=\$3570; 2020=\$4004; 2021=\$4208, 2022=\$4,418	\$ 4,650.00	\$ 4,425.00
WSAC Media Sharing - Word Press		2018=\$1550; 2019/2020=\$1800; 2021=\$1900 bdgt, 2022=\$1,800	\$ 2,000.00	\$ 2,000.00
Survey Monkey - Survey Service		2022=\$420	\$ 550.00	\$ 460.00
Blu Hosting - Website domains - Clerks/WACO		2022=\$224	\$ 375.00	\$ 375.00
Social media archive-Archive Social		2022=\$1,245	\$ 1,350.00	\$ 2,988.00
<b>Total Communications</b>			\$ 10,775.00	\$ 12,248.00

**Insurance - Business**

Insurance - WACO - D&O/Emp Liab, ERISA, Comm		2016=\$5005; 2017=\$4228; 2018=\$4721; 2019=\$4700;		
Liab, Prop, Notary		2020=\$4650; 2021=\$4750, 2022=\$4,770	\$ 4,900.00	\$ 4,900.00
<b>Total Insurance</b>			\$ 4,900.00	\$ 4,900.00

**Travel/Membership Outreach**

Travel Expense - Board		2015=26765; 2016= \$16500; 2017= \$8600; 2018= \$24200; 2019= \$34130; 2020=\$12k; 2021=\$14k, 2022=\$26,782	\$ 23,500.00	\$ 25,000.00
Travel Expenses - Staff -Meetings/Member Outreach		2016=\$19400; 2017=\$11800; 2018=\$22600; 2019=\$19000; 2020=\$1500; 2021=\$6k, 2022=\$13,645 + \$2495. outreach (now combined)	\$ 17,000.00	\$ 25,000.00
<b>Total Travel</b>			\$ 40,500.00	\$ 50,000.00

Memberships and Subscriptions		2024 Expenses Worksheets	
NCCAE / NACo	2016-2018=\$500 py; 2019=\$750; 2020=\$1250; 2021=\$1250, 2022=0	\$ 1,250.00	\$ 1,250.00
LOBBYGOV - Organization Team Plan	membership, 2022=\$1,969	\$ 2,000.00	\$ 2,000.00
3CMA	City/County Comm & Marketing Assoc - Tim, 2022=\$400.	\$ 400.00	\$ 400.00
Total Memberships and Subscriptions		\$ 3,650.00	\$ 5,750.00
RESERVE AND FUNDS			
Operating Reserve	1 = \$500k goal obtained; will replenish as used		\$ -
Prof Fees: SAO FUND	1d = SAO cost is approx \$10-12k every 3 yrs; recommend annual allocation of \$4k; replenish as used; Next SAO audit 2023	\$4,000.00	\$ 5,000.00
Prof Fees: Legal FUND	1d = Legal cost as needed and approved by Board; Goal recommendation is \$10k; replenish as used		
WCB: Bldg Maint FUND	1a = \$120k matches the amount WSAC has on their books; how long does the Board wish to take to obtain this goal?		
T&E: Tech/Equip Replacement FUND	1b = a goal value and duration to obtain should be established; Goal recommendation is \$10k		
Conf: NEO FUND	1c = \$30k goal originally obtained, but needs to be replenished every 4 yr cycle to meet current goal amount	\$ 7,750.00	\$ 1,875.00
Contingency - Unexpended FUND			
Total Reserves to Fund		\$ 11,750.00	\$ 6,875.00
TOTAL 2024 EXPENSES		\$ 1,041,282.00	\$ 971,609.00

\$1,041,282.00

RESERVE & FUNDS

		Proposed 2024	Budgeted 2023		Goal	Balances as of 4/30/23	Amount estimated to use in 2023	Estimated balance as of 12/31/23	Amount budgetd to add in 2024	New balance as of 1/31/24 after approved budgeted transfers made	Goal	Amount to reach goal after 2024 transfer
Operating Reserve	1 = \$500k goal obtained; will replenish as used	\$0.00	\$0.00		\$500,000	\$500,000.00	\$0	\$500,000	\$0	\$500,000	\$500,000	\$0
Prof Fees: SAO FUND	1d = SAO cost is approx \$10-12k every 3 yrs; recommend annual allocation of \$4k; replenish as used; Next SAO audit 2023	\$4,000.00	\$5,000.00	2023=\$11,600 Estimate - Suggest \$4,000/year	\$22,000	\$12,766.00	\$12,000	\$766	\$4,000	\$4,766	\$22,000	\$17,234
Prof Fees: Legal FUND	1d = Legal cost as needed and approved by Board; Goal recommendation is \$10k; replenish as used	\$0.00	\$0.00		\$10,000	\$10,000.00	\$0	\$10,000	\$0	\$10,000	\$10,000	\$0
WCB: Bldg Maint FUND	1a = \$120k matches the reserve WSAC has on their books; how long does the Board wish to take to obtain this goal?	\$0.00	\$0.00		\$120,000	\$100,579.61	\$0	\$100,580	\$0	\$100,580	\$120,000	\$19,420
T&E: Tech/Equip Replacement FUND	1b = a goal value and duration to obtain should be established; Goal recommendation is \$10k	\$0.00	\$0.00		\$10,000	\$8,998.78	\$3,000	\$5,999	\$0	\$5,999	\$10,000	\$4,001
Conf: NEO FUND	1c = \$30k goal obtained; \$7500 needed to replenish every 4 yr cycle to meet current goal amount	\$7,750.00	\$1,875.00	\$43,585 expenses in 2023 and \$11,850 revenue in 2023 = \$31,734 total cost. Suggest at least \$7,750 per year	\$30,000	\$6,141.09	\$0	\$6,141	\$7,750	\$13,891	\$30,000	\$16,109
Contingency - Unexpended FUND	No goal established	\$0.00	\$0.00		\$0	\$44,957.85	\$40,000	\$4,958	\$0	\$4,958	\$0	\$0
Total Reserve and Funds		\$11,750.00	\$6,875.00		\$692,000	\$683,443.33	\$55,000	\$628,443	\$11,750	\$640,193	\$692,000	\$56,765

## Operating Fund Budgeted Benefits - 2024

Payroll and Benefits Expense @ 4% COLA for MSM & FAM Only	Per Month	X 12 Months	Annual	
Accrued Vacation	\$2,000	12.00	\$24,000	
Salaries	\$40,624	12.00	\$487,482	
Employee Payroll Benefits- Health/Dental/Life/visions	\$6,471	12.00	\$77,652	Based on health plan with 10% increase
Employee Payroll Benefits - HRA Contributions	\$1,285	12.00	\$15,420	60% of medical premium for 1 EE that declines health coverage
Employee Payroll Benefits - Retirement	\$3,047	12.00	\$36,561	7.5% of salaries
Payroll Taxes - FICA (SS & MC)	\$2,997	12.00	\$35,962	7.65% of salaries
Payroll Taxes - L&I	\$88	12.00	\$1,056	
Total Salary & Benefits	<u>\$56,512</u>		<u>\$678,133</u>	

## MEMORANDUM

**DATE:** July 1, 2023

**TO:** WACO Board of Trustees

**FROM:** Tiffin Moreno, Finance & Administration Manager

**SUBJECT:** FINANCIAL REPORTS AS OF April 30, 2023

**SUMMARY:** The following bank statement ending balances are true as of April 30, 2023

Institution	Account ID	Total Statement Balances	Notes
<b>Key Bank</b>		\$644,506.94	
	Ckg #6577	\$470,335.33	Operating Account
	GMM #3706	\$7,358.79	Operating (.01%)
	GMM #4092	\$141,716.38	Funds Designated & Capital Funds (0.01%)
	GMM#4092	\$2,634.26	Operating (0.01%)
	GMM #4092	\$4,957.85	Unexpended Funds (0.01%)
	Ckg #9911	\$869.82	Donor Reserve – Net Account
	Ckg #9986	\$16,634.51	Donor Reserve – Scholarship Acct
<b>Alaska FCU</b>		\$1,241.26	
	Savings	\$1,241.26	Operating (0.05%)
<b>Seattle Bank</b>		\$244,785.93	
	Certificate #6516	\$166,214.73	Reserve (matures 11/14/24) (3.80%)

	Certificate #3215	\$78,571.20	Reserve (matured 7/16/23) (0.650%)
<b>1<sup>st</sup> Sec Bank</b>		<b>\$175,616.15</b>	
	Certificate #6091	\$27,474.10	Reserve (matures 4/17/24) (1.74%)
	Checking #4510	\$2,500.00	Operating – (0.00%)
	Savings #4500	\$9,323.32	Operating – (0.30%)
	Savings #4500	\$136,318.73	Reserve – (0.30%)
<b>TwinStar CU</b>		<b>\$96,087.24</b>	
	Certificate #40	\$96,081.86	Reserve – (matures) 12/6/2023) (0.40%)
	Savings #00	\$5.38	Operating (0.00%)
Total Cash on Hand:		\$1,162,237.52	
**Total Reserve:		\$504,660.62	
Total Operating:		\$493,398.34	
Total Designated/Capital Funds:		\$141,716.38	
Total Unexpended Funds:		\$4,957.85	
Total Networking Funds:		\$869.82	
Total Scholarship Funds:		\$16,634.51	

**RECOMMENDATIONS:** Board will receive and may discuss and ask questions regarding the report.

**2024 ASSESSMENT (calculated with 6.9% increase from prior year )**

	2017	2018	2019	2020	2021	2022	2023	2024
General Assessment:	915,859	929,597	929,597	929,597	929,597	961,203	1,010,225	1,079,930
Basic Assessment:	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Annual Conference:	0	0	0	0	0	400	400	425
Maximum Cap %:	25%	25%	25%	25%	25%	25%	25%	25%
Maximum Cap \$:	228,965	232,399	232,399	232,399	232,399	240,301	252,556	269,983
POP Assessment less KC:	610,894	621,198	621,198	621,198	621,198	644,902	681,668	733,948
Increase from Prior Year	2.5%	1.5%	0.0%	0.0%	0.0%	3.4%	5.1%	6.9%

Calculations based on OFMs Population Report

County	# of EO's in County	April 2023 OFM Population				2024 Assessment based on 2023 Actual OFM Data published 6.29.23					
		All Counties		Excluding King		Basic Dues	POP/Base Share	**Conf Value	Total 2024 Assessment	Cost Per Capita	2023 Assessment
		POP	%	POP	%						
Adams	6	21,200	0.27%	21,200	0.38%	2,000	2,777	2,550	7,327	0.346	6,994
Asotin	6	22,650	0.28%	22,650	0.40%	2,000	2,967	2,550	7,517	0.332	7,179
Benton	7	215,500	2.71%	215,500	3.85%	2,000	28,227	2,975	33,202	0.154	30,903
Chelan	7	81,500	1.03%	81,500	1.45%	2,000	10,675	2,975	15,650	0.192	14,716
Clallam	6	78,075	0.98%	78,075	1.39%	2,000	10,227	2,550	14,777	0.189	13,944
Clark	7	527,400	6.63%	527,400	9.41%	2,000	69,081	2,975	74,056	0.140	68,848
Columbia	6	3,950	0.05%	3,950	0.07%	2,000	517	2,550	5,067	1.283	4,886
Cowlitz	7	113,000	1.42%	113,000	2.02%	2,000	14,801	2,975	19,776	0.175	18,614
Douglas	6	44,500	0.56%	44,500	0.79%	2,000	5,829	2,550	10,379	0.233	9,810
Ferry	6	7,300	0.09%	7,300	0.13%	2,000	956	2,550	5,506	0.754	5,298
Franklin	7	101,100	1.27%	101,100	1.80%	2,000	13,242	2,975	18,217	0.180	17,065
Garfield	6	2,300	0.03%	2,300	0.04%	2,000	301	2,550	4,851	2.109	4,683
Grant	7	103,300	1.30%	103,300	1.84%	2,000	13,531	2,975	18,506	0.179	16,988
Grays Harbor	7	77,000	0.97%	77,000	1.37%	2,000	10,086	2,975	15,061	0.196	14,194
Island	7	88,150	1.11%	88,150	1.57%	2,000	11,546	2,975	16,521	0.187	15,583
Jefferson	6	33,425	0.42%	33,425	0.60%	2,000	4,378	2,550	8,928	0.267	8,501
King	8	2,347,800	29.53%	CAPPED	CAPPED	2,000	CAPPED	3,400	273,383	0.116	255,756
Kitsap	7	283,200	3.56%	283,200	5.05%	2,000	37,095	2,975	42,070	0.149	39,338
Kittitas	7	47,300	0.59%	47,300	0.84%	2,000	6,196	2,975	11,171	0.236	10,604
Klickitat	6	23,250	0.29%	23,250	0.41%	2,000	3,045	2,550	7,595	0.327	7,246
Lewis	7	84,075	1.06%	84,075	1.50%	2,000	11,012	2,975	15,987	0.190	15,054
Lincoln	6	11,125	0.14%	11,125	0.20%	2,000	1,457	2,550	6,007	0.540	5,759
Mason	7	67,000	0.84%	67,000	1.20%	2,000	8,776	2,975	13,751	0.205	12,940
Okanogan	7	43,000	0.54%	43,000	0.77%	2,000	5,632	2,975	10,607	0.247	10,050
Pacific	6	23,775	0.30%	23,775	0.42%	2,000	3,114	2,550	7,664	0.322	7,302
Pend Oreille	6	13,725	0.17%	13,725	0.24%	2,000	1,798	2,550	6,348	0.462	6,075
Pierce	6	946,300	11.90%	946,300	16.89%	2,000	123,950	2,550	128,500	0.136	119,659
San Juan	6	18,350	0.23%	18,350	0.33%	2,000	2,404	2,550	6,954	0.379	6,632
Skagit	7	132,000	1.66%	132,000	2.36%	2,000	17,290	2,975	22,265	0.169	20,938
Skamania	6	12,000	0.15%	12,000	0.21%	2,000	1,572	2,550	6,122	0.510	5,863
Snohomish	7	859,800	10.81%	859,800	15.34%	2,000	112,620	2,975	117,595	0.137	108,980
Spokane	7	554,600	6.98%	554,600	9.90%	2,000	72,644	2,975	77,619	0.140	72,512
Stevens	7	47,350	0.60%	47,350	0.85%	2,000	6,202	2,975	11,177	0.236	10,585
Thurston	7	303,400	3.82%	303,400	5.41%	2,000	39,740	2,975	44,715	0.147	41,748
Wahkiakum	6	4,550	0.06%	4,550	0.08%	2,000	596	2,550	5,146	1.131	4,956
Walla Walla	7	63,100	0.79%	63,100	1.13%	2,000	8,265	2,975	13,240	0.210	12,500
Whatcom	7	235,800	2.97%	235,800	4.21%	2,000	30,886	2,975	35,861	0.152	33,283
Whitman	7	48,100	0.60%	48,100	0.86%	2,000	6,300	2,975	11,275	0.234	10,677
Yakima	7	261,200	3.29%	261,200	4.66%	2,000	34,213	2,975	39,188	0.150	36,762
Totals	258	7,951,150	100.00%	5,603,350	100.00%	78,000	733,948	109,650	1,189,581		1,113,425

Total Revenue 2024



Assessors | Auditors | Clerks | Coroners | Prosecutors | Sheriffs | Treasurers

**MEMORANDUM****DATE:** July 3, 2023**TO:** WACO Board of Trustees**FROM:** Adam Kick, WACO Vice President and Legislative Committee Chair**SUBJECT:** LEGISLATIVE COMMITTEE REPORT

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**BACKGROUND INFORMATION:** The Legislative Committee regularly reports to the Board of Trustees.

Our committee composition for the 2023 session was:

- Steven Drew, Thurston County Assessor
- Mary Hall, Thurston County Auditor
- Lori Larsen, Stevens County Auditor
- Lisa Henderson, San Juan County Clerk
- Mike Killian, Franklin County Clerk
- Hayley Thompson, Skagit County Coroner
- Joe Brusic, Yakima County Prosecutor
- VACANT, Sheriff Representative
- Jackie Brunson, Skagit County Treasurer

**WACO Priority Legislation**

At the 2022 WACO Conference membership approved 7 proposals for the 2023 Legislative Session:

- Addressing harassment of elections officials (Auditors)
- Consistency in standards for voter pamphlets (Auditors)
- Addressing the WSP Toxicology Lab backlog (Coroners)
- Studying statewide forensic pathologist shortage (Coroners)
- Modernizing the process of registered warrants (Treasurers)
- Reinstating the overpayment refund threshold (Clerks)
- Better alignment of duties in dependency case related responsibilities (Clerks)

Serving the Executive Branch of County Government since 1959

Three proposals were successful:

- Studying statewide forensic pathologist shortage (Coroners)
- Modernizing the process of registered warrants (Treasurers)
- Reinstating the overpayment refund threshold (Clerks)

In addition, we received strong assurances from sponsors and leadership that two additional proposals that fell victim to limited time – harassment of elections officials and alignment of duties in dependency cases - are well positioned for the 2024 session. Recall that in the shorter, supplemental budget session, bills introduced during the longer, biennial budget session are retained in the final position in their house of origin; a better starting position.

The full WACO 2023 session wrap-up is attached.

### **Interim Committee Work**

The committee continues to meet monthly to work on its interim priorities, which include:

1. Discuss / make decision re: WACO Day-on-the-Hill 2024 – Continue with current format or switch to evening reception? WACO could assist affiliates with daytime meetings.
2. WACO Cross-affiliate policy agenda – revise / expand.
3. Legislative relations and awareness building during the interim – who are the legislators with whom we want to strengthen our current relationships and what are the issues on which legislators need greater understanding?
4. Carryover issues and “zombies” – what are good/bad bills we expect to see return and what do we need to do about them prior to session?
5. Discuss / develop WACO priority proposals to bring to full membership for a vote.

### **WACO Priority Proposal Development for the 2024 Session**

Committee members have begun sharing information emerging from each affiliate organization regarding potential legislative proposals that will be brought before the full membership. These discussions are an important opportunity for early feedback and shaping that can help ensure full association support. The timeline for affiliate proposals to be submitted for consideration and potential approval as a WACO priority is:

#### **September 1<sup>st</sup>**

Affiliate priority bill request form, or other form of notification, and draft bills (if available) due to WACO office

#### **September 5<sup>th</sup>**

Package of affiliate priority bills sent to WACO membership for review in preparation for conference.

**September 26<sup>th</sup> (WACO Conference - WACO Board meeting)**

WACO Board of Trustees meets jointly with one representative from each affiliate, presumably the Legislative Chair, to review and discuss affiliate legislative proposals. The Board will review each proposal and refer qualified proposals to the WACO membership for consideration and adoption.

**September 26<sup>th</sup> and 4-5p.m. September 27<sup>th</sup> (WACO Conference - affiliate meetings)**

WACO affiliates meet and, among other items on their agendas, review legislative proposals submitted by other affiliates. Potential conflicts are discussed and resolved.

**September 27<sup>th</sup> (WACO Conference - business meeting)**

WACO membership review, discusses and deliberates legislative proposals. Proposals that have a consensus among the membership are moved for adoption as a 2024 Legislative Priority or are put to a vote of WACO membership.

RECOMMENDED ACTION: Board receive report and may pose questions or requests for additional information.

## **WACO 2023 Legislative Session Wrap-Up -**

The 2023 was an interesting session. It is the first post-pandemic session to allow in person testimony. However, by and large the session felt in many ways like the 2022 session with restricted access to legislature office floors, online testimony clogging up time during hearings, and many people still opting to work remotely.

In addition, there were several newly elected legislators who had very different ideas on process and rules during session. This caused a lot more time to be spent on caucusing leaving less time for floor votes and time for lobbyists to meet with some key legislators.

This session was also marked by sharp divides not only between parties, but within parties, and between the two houses of the legislature. This caused a level of political gamesmanship we have not seen in the relative past when both the House and Senate were controlled by the same party. The impact of this was more time being spent on hot topic bills behind caucus doors, and less time for many bills to be able to move through the process. This atmosphere impacted all areas of policy development.

This year the legislature introduced a combined 2156 bills with only 485 clearing both chambers. This ought to give you an idea of how much was left on the cutting room floor to use a term from film. Time certainly was a factor to why so many policies failed to get advanced.

Despite this WACO was able to work well within this reality to move our priorities forward.

We started the session off with six priority bills, three of which were passed by the legislature; one of which also required being funded in the 2023-2025 operating budget.

## **WACO PRIORITY LEGISLATION**

[HB 1419](#) was a “good government” bill that modernized the process of registered warrants brining policy in alignment with current practice. In addition to amending the language to reflect updates in practice, the legislation provides a means for issuing warrants where there are insufficient funds; and updates the language to provide for current practices and making the process less cumbersome. This bill passed through the legislature relatively fast, a rarity in this year’s session for a bill that many deemed “small” compared to the big issues the legislature was dealing with.

[SB 5392](#) fixed an oversight made in the revision of the uniform unclaimed property act that created a system where counties would possibly pay more money to reimburse small amounts (under \$10) of court related overpayments than the actual reimbursement was worth to the recipient. The bill was a rare true bi-partisan effort and passed with relative ease.

[SB 5523](#) creates a loan repayment program for board certified forensic pathologists providing services in identified shortage areas in WA state. The shortage areas are identified by FIC and the program is administered by the Washington Health Corps program. The program provides up to \$25,000 in loan payment per year of participation for up to four years. You must complete your service obligation or be required to repay the program. This program is anticipated to fund four slots per year.

Additionally, the Department of Health must enter a two-year contract with WACME for a marketing plan advertising Washington State as a place for forensic pathologists to live/work. WACME is additionally tasked with conducting a study of the shortage due Oct. 1, 2024 to the legislature.

Finally, counties may receive up to 40% reimbursement on transportation costs for autopsies.

Effective July 23, 2023. [SB 5523](#) Funded in the budget. Sec 222 (114) p. 341. Sec. 731 (3) Pg. 632

In addition to the three legislative priority bills that passed, we received positive feedback and assurances for the 2024 session on two additional priorities. [HB 1241](#) – Addressing harassment of elections officials, and [HB 1205](#) alignment of duties in dependency cases (notifications). Both bills were victim to time with a number of house bills being assigned to the Law & Justice committee with not enough time to hear them all. We look forward to swift action on the bills in 2024.

Finally, [HB 1272](#) addressing standardization of voter pamphlets fell victim to being over amended to the point that the Auditors (and WACO) felt that they could no longer advocate for it to move forward. These amendments will be discussed in the interim for future consideration on the topic.

WSACA (Assessors) passed their priority bill ([HB 1355](#)), which updates thresholds for the senior citizen and disabled veteran property tax exemption, opening up the program in many more counties than is currently the case.

## **THE BUDGET**

The [2023-2025 biennium budget](#) was adopted by legislature April 23, 2023. Please note that all notes regarding the budget remain preliminary as the budget has yet to be signed by the Governor. Here are some quick highlights of what is in the budget.

### **BLAKE**

51m to AOC to establish direct refund process (refund bureau) Sec. 114 (10) p. 8

38m to assist counties with compliance Sec. 114 (12) p. 9

44m to assist counties with resentencing costs sec. 1107 (5) p.720

**CJTC Funding of Note:**

CJTC received \$1.59m to provide medical death investigation training.

Basic Law Enforcement Academy - One-time funding is provided to increase the number of classes from 20 to 23 for Basic Law Enforcement Academy courses. \$2.5M

Mental Health Field Response Team (CJTC) \$8 in response to Trueblood. Sec 218 (5) p. 298

CJTC Trueblood Crisis Intervention Training - \$1.7 m sec. 218 (6) p. 298

Regional Training Academies – 11.3m in funding is provided for an additional four basic law enforcement academy classes per year at two new proposed regional training academy (RTAs) locations in Pasco, and in Skagit and Clark Counties. Sec 218 (12) p. 300

**Jury Diversity**

AOC received \$743,000 for the implementation of [SB 5128](#) regarding jury diversity.

**Trueblood:**

In addition to the funds noted in the CJTC section, an additional 174.6m is provided to DSHS mental health services to phase in the settlement agreement and implementation efforts. sec 1202 (h) p. 894. Additional specific funding for program services is given to HCA, a grant to King County, and 8m to WASPC (for grants).

**Vehicle Pursuit:**

\$3m in funding to Commerce for a grant program to provide law enforcement with vehicle pursuit management technology for tracking. Sec. 129 (93)(a) p. 78

**ALL THAT TIME AND DIED ANYWAYS**

[SB 5536](#) Possession of controlled substances failed a post conference committee vote killing the bill on the final day of session. This means that beginning in July there is no law on the books regarding possession of controlled substances effectively decriminalizing all drugs at a statewide level. There are rumblings from the Governor's office that he may call a special session for a fix prior to July.

Introduced late in the session with 20 signatures, [SB 5770](#) declared the 1% limitation on property tax collections “arbitrary” and proposed change the definitions and limit factor from 101% to 100% plus population change and inflation, not to exceed 103% for all governments and taxing districts. Counties held this as a high priority but the bill failed to advance past its late introduction.

With the support of 31 House members, [HB 1628](#), would have given state and local government new authority to increase real estate excise tax, with proceeds to be used for affordable housing. It included a proposal to raise real estate excise tax on homes with sales prices in excess of \$5 million, with new revenue dedicated to several affordable housing programs. Housing advocates cheered the anticipated \$288 million that would be generated, while real estate advocates fought hard for the bill's defeat. It died in House Rules.



## MEMORANDUM

**DATE:** July 3, 2023

**TO:** WACO Board of Trustees

**FROM:** Amy Cziske, WACO Secretary/Treasurer and Education Committee Chair

**SUBJECT:** EDUCATION COMMITTEE REPORT

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**BACKGROUND INFORMATION:** The Education Committee currently meets the fourth Tuesday of each month at 10:30 am. In addition to other duties tasked by the President or Board of Trustees, the Education Committee is charged with the following duties:

- Facilitating the development of WACO education programs;
- Presenting to the Board of Trustees, prior to the annual budget adoption, a summary of proposed education program(s) for the ensuing year, along with a breakdown of the financial requirements to implement the programs;
- Seeking out and make application for supplemental funds to support the training programs of affiliate offices as necessary; and
- Assisting in the planning of the annual meeting.

This year the committee membership is as follows:

- Amy Cziske, Chair, 2nd-Vice President, Kittitas County Treasurer, Chair
- Emily Wilcox, Cowlitz County Assessor
- Sandy Jamison, Whitman County Auditor
- Krissy Chapman, Columbia County Clerk
- Staci Myklebust, Cowlitz County Clerk
- Craig Morrison, Grant County Coroner/Medical Examiner
- Kathryn Burke, Ferry County Prosecutor
- Kayla Meise, Adams County Treasurer

Recent trainings have included:

- Electronic Records Best Practices (June 28, 2023)



Additionally, the following training will be scheduled for 2023 and into 2024:

- Legal Representation for Elected Officials (to be presented by Greg Banks, Island County Prosecutor)
- RFP/RFQ Best Practices and How To (to be presented by DES)
- Working with Labor (Unions)
- Managing and Improving Employee Morale and Wellness
- Basic Accounting and Budget Management
- Effective Performance Measures

The Education Committee selected the following breakout sessions for the 2023 WACO Conference, staff are currently working on finalizing speakers for the conference:

- Funding for Staff – How to move from a wage study to creating pay scale, and how to avoid legislative overreach – Speaker to be scheduled.
- Recruitment and Retention – How to market your office as a place you WANT to work. Presented by Devin Bales, Director of Research, DHM Research.
- Elected County Officials Ethics – An overview of ethics from statute to practice including Public Disclosure Commission considerations. Presented by Dan Bigelow, Wahkiakum County Prosecutor, and the Public Disclosure Commission.
- Working with Commissioners – A Panel discussion to be scheduled.

In addition to scheduling trainings, WACO staff have reported work on helping affiliates with various training needs, including creating a “certification” system for the Treasurers and coordinating a CJTC evidence room training for the Sheriffs.

**RECOMMENDED ACTION:** Board receive report and may pose questions or requests for additional information.



## MEMORANDUM

**DATE:** 7/5/2023

**TO:** WACO Board of Trustees

**FROM:** Jeff Gadman, President, Thurston County Treasurer

**SUBJECT: CONFERENCE COMMITTEE STATUS REPORT**

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### BACKGROUND INFORMATION:

The Conference Committee meets once per month. In addition to providing general feedback and other duties tasked by the President or Board of Trustees, the Conference Committee is charged with planning, in consultation with WACO staff, non-educational events including entertainment, recognition events, and evening meals.

This year committee membership is made up of:

- Jeff Gadman, President, Thurston County Treasurer
- Stacie Prada, Immediate Past-President, Jefferson County Treasurer
- Kathryn Burke, Ferry County Prosecuting Attorney/Coroner
- Marianne Nichols, Pend Oreille County Auditor

So far through Q1 & Q2, the Committee has successfully completed tasks listed in the WACO Policy Guide concerning the annual conference. Status updates are listed below.

### Theme

- Theme selected: **Building Bridges**
- Focus on strengthening leadership/public service, overcoming differences.
- To increase affiliate participation, the Member Services Manager will be integrating registration pushes with individual monthly emails.



### **Sponsors/Exhibitors**

- Exhibitor registrations: 15/30 in-person exhibitor booths secured.
- Monetary sponsorships: \$11,000 between five sponsors; additional sponsors deciding on levels/items to sponsor. (*Deliberating sponsors include Visit Everett, Amerigroup, JP Morgan, Randox, and more.*)

### **Entertainment/Ceremonies:**

- No person-based entertainment for the President's Reception.
- Searching for a local group that will donate time for flag ceremony.
- Ken Albert, Grays Harbor County Treasurer will deliver the National Anthem.
- Committee currently deciding on music entertainment for banquet/fundraiser.

### **Speakers/Guests/Etc.**

- Securing Everett Mayor for opening remarks 9/27
- Tom Turcich presenting keynote on 9/27
- Jeff Butler presenting keynote on 9/28
- In negotiation: on-site headshot photographer
- In negotiation: Everett Silvertips discount/seats for 9/24
- In negotiation: Boeing Future of Flight tour for 9/26 & 9/28
- In negotiation: Outlet Mall discount book/VIP deals for attendees

### **RECOMMENDED ACTION:**

The following recommendations will keep the Committee and WACO aligned with procedure policies listed in the WACO Policy Guide.

- Secure entertainment for the Scholarship Fundraiser & Banquet.
- Secure honor/color guard for opening flag ceremony.
- Gather information on retiring officials for award order and recognition event.



## MEMORANDUM

**DATE:** July 5, 2023  
**TO:** WACO Board of Trustees  
**FROM:** Jon Tunheim, Nominating Committee Chair  
**SUBJECT: NOMINATING COMMITTEE REPORT**

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**BACKGROUND INFORMATION:** Per WACO policy, the annual responsibilities of the Nominating Committee for WACO Board and leadership positions is:

- Managing and facilitating the nominating process;
- Reviewing and updating as necessary the nominating policies and procedures;
- Securing candidates for the ballot and presenting a slate of qualified officers to the membership; and
- Conducting the elections process at the annual meeting of the membership.

The attached chart depicts the incumbents and open positions for elections in conjunction with the WACO annual conference. Although this year's conference is virtual, the procedures for electing officers will be largely the same:

- 1) The call for nominations will be August 14th, and will remain open through September 4<sup>th</sup>. The call letter will be prepared by WACO staff and reviewed by the Chair for review prior to distribution.
- 2) Candidates will be "vetted" to insure they have applied in the correct category. They will be asked to submit a letter of intent, resume, and answer a questionnaire by September 4<sup>th</sup>. This process will be administered by WACO staff using process as in past years. WACO will distribute a list of the questions to the committee for review prior to finalizing the process.

- 3) The committee will reach out to the incumbents and other interested parties to determine their interest in being nominated to serve.
- 4) We will not print ballots this year as all voting will occur electronically. Members will have a window of opportunity for voting to be determined by the nominating committee.
- 5) During the WACO conference - At the business meeting on September 27th the Nominating Committee Chair will call for nominations from the floor; nominations from the floor will be accepted at that time only.
- 6) Electronic voting will open following the business meeting and conclude by 7a.m. the next morning, September 28th. Winner will be announced and sworn into office at the second business meeting / closing ceremony later that morning.

**RECOMMENDED ACTION:** Information only, no action required.

<b>Position</b>	<b>Current</b>	<b>Candidate 1</b>	<b>Candidate 2</b>
<b>President</b>	Jeff Gadman, Treasurer	Adam Kick, Prosecutor	
<b>Vice President</b>	Adam Kick, Prosecutor	Amy Cziske, Treasurer	
<b>2<sup>nd</sup> Vice President</b>	Amy Cziske, Treasurer	Linda Hjelle, Assessor	
<b>Secretary/ Treasurer</b>	Linda Hjelle, Assessor		
<b>Trustee-at-large Position 2</b> (county population 400,001 - 1 Million). Two-year term  Clark, Pierce, Snohomish, Spokane	Tom Konis Spokane County Assessor	?	
<b>Trustee-at-large Position 4</b> (county population from 50,000 - 100,000) Two-year term  Chelan, Clallam, Franklin, Grays Harbor, Island, Lewis, Mason, Walla Walla, Whitman	Lisa Frazier Mason County Treasurer	?	
<b>Trustee-at-large Position 6</b> (county population under 20,000) Two-year term  Columbia, Ferry, Garfield, Lincoln, Pend Oreille, San Juan, Skamania, Wahkiakum	Lisa Henderson San Juan County Clerk	?	

**MEMORANDUM**

**DATE:** July 6, 2023

**TO:** WACO Board of Trustees

**FROM:** Jennifer Wallace, Executive Director

**SUBJECT: EXECUTIVE DIRECTOR REPORT**

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**2023-2027 Strategic Plan Status**

Attached is an updated progress report on the Board's Strategic Plan work plan. At the Board meeting I will present highlights in terms of key accomplishments and barriers to progress.

**Washington Counties Building**

WACO and the Washington State Association of Counties jointly own the Washington Counties Building in which we reside. The WACO Executive Officers also serve, along with members of the Washington State Association of Counties executive committee, as the management committee for the Washington Counties Building, jointly managed on a day-to-day basis by WSAC and WACO staff. On June 9<sup>th</sup>, the management committee met to review and approve the attached upcoming WCB budget and projects list.

**Affiliate Conferences and Courthouse Visits**

Myself, Deputy Director Tim Grisham and Wilco, the WACO Wise Owl, have been on the road attending affiliate conferences and visiting courthouses. We anticipate that by this fall we will have visited all Washington counties over 2022-2023. Our focus on these visits is to reinforce our desire to serve our members, to raise their awareness of services available, and encourage that they reach out with any needs. If we can't address it, we'll help find someone who can! Attached is a WACO Update Powerpoint staff have used at affiliate conferences.

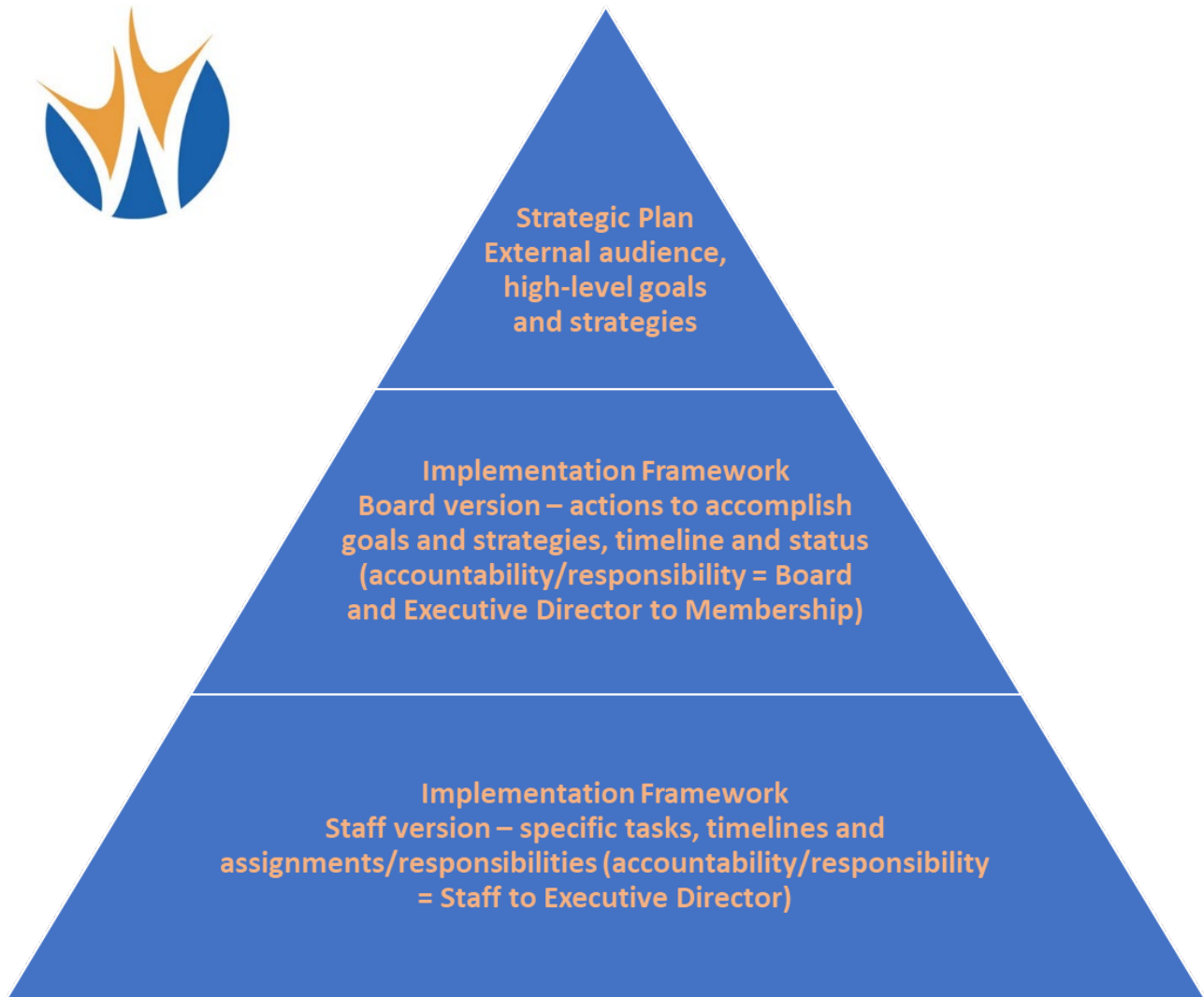
### **NEO – Sustained Support**

As an extension of service as Education Committee Chair, WACO Secretary/Treasurer Amy Cziske has lead a new, NEO Committee that has provided input and guidance to WACO staff in our new approach to the NEO Conference and sustained support for newly-elected officials. The committee continues to meet, mostly recently convening in June to discuss trends in inquiries from NEOs, whether to host another quarterly gathering, and how to best connect with affiliate-specific information and resources with the WACO Education Hub. One of the most effective methods of outreach to our Newly-Elected Officials is the monthly individual emails sent from WACO member services manager Cella Hyde to each WACO member. This personal touch has resulted in candid responses from NEOs about their situation and needs and deep appreciation for the personal outreach and attention.

**RECOMMENDED ACTION:** WACO Board will receive, and may discuss and ask questions regarding, the report.



# WACO 2023-2027 Strategic Plan Implementation



## JULY 2023 PROGRESS REPORT

### LEGISLATIVE ADVOCACY

Goal: Proactively support legislation that benefits Washington residents and our members

**Impact Strategy 1 – Anticipate future policy issues with significant impact across affiliate organizations and proactively engage with data, analysis, evaluation of fiscal impacts and advocacy.**

Desired Outcome – WACO is effective in anticipating and responding to future cross-affiliate policy issues, providing information and resources needed to foster a well-informed dialogue.

#### Work plan components:

Action	Timing	Status	Notes
Convene policy forecast council of WACO members and stakeholders to discuss anticipated future policy issues; staff equip council with trend data, literature/news/media and best practice examples	Annually – late May beginning 2024		Collaborating with WSAC on formation of “Counties Futures Think Tank”
Establish and maintain a long-term cross-affiliate legislative agenda anticipating future cross affiliate policy issues.	Annually - ongoing		Potential topic for Board retreat?
Board of Trustees revisit draft WACO policy platform in light of forecasted issues	Annually – July Board meeting beginning 2024		
WACO affiliate trustees and Exec Dir meeting with affiliate presidents annually to discuss cross-affiliate policy agenda	Annually - August		On agenda for invitational breakfast at WACO conference
Per Legislative Action Plan - End of Session reporting and survey	Annually – end of session		
Per Legislative Action Plan - Interim Legislative Committee meetings – evaluate previous session, build relationships, anticipate and plan for next session	Annually May - August		Legislative committee meeting monthly; WACO offering interim assistance
Per Legislative Action Plan – take advantage of fall committee meetings	Annually September - November		
Affiliate proposals for WACO priority legislation	Annually August 29-September 26		Timeline set and communicated to

Status Key: Blank = not started; Blue = in progress; Red = late / stalled; Green = completed / recurring completed for this year.

			affiliates
Per Legislative Action Plan - Legislative session advocacy and support / WACO Day on the Hill	Annually January – March/April		Legislative committee will be discussing whether to continue current model or move to evening reception – can't do both

### Supporting documents –

WACO Legislative Action Plan - [JW WACO Leg Strat Plan shorter version final.docx](#)

### Benchmarks

1. By 2027, track record of having effectively responded to emergent cross-affiliate policy issues
2. By 2027, at least three years of WACO legislative priorities including a cross-affiliate proposal

## EDUCATION AND CAPACITY BUILDING

Goal: Enhance the capacity and effectiveness of our members

**Impact Strategy 2 – Provide enhanced training and targeted services to support the roles and responsibilities of our members.**

Desired Outcome – WACO is a valued go-to resource for training and technical assistance necessary for members to fulfill their roles and responsibilities.

### Work plan components:

Action	Timing	Status	Notes
Education committee review current year education budget/expenditures and evaluations from offerings to provide feedback and recommendations to the Executive Officers / Budget Committee for their budget development process	Annually – March start for May EO/budget committee and July Board meeting		2023/24 trainings - Conference <ul style="list-style-type: none"> <li>• Funding for Staff</li> <li>• Recruitment and Retention</li> <li>• Elected County Officials Ethics</li> <li>• Working with Commissioners</li> </ul>

Status Key: Blank = not started; Blue = in progress; Red = late / stalled; Green = completed / recurring completed for this year.

			Online <ul style="list-style-type: none"> <li>• Working with Labor (Unions)</li> <li>• Managing and Improving Employee Morale and Wellness</li> <li>• Basic Accounting and Budget Management</li> <li>• Digital Archives Best Practices</li> <li>• Effective Performance Measures</li> </ul>
Explore / launch / support need for affiliate/cross-affiliate user groups, beginning with MIP accounting software users	Launch MIP user group Spring / Summer 23; evaluate Spring/Summer 24; ID potential additional user groups Spring/summer 24		MIP not widely used; exploring different user groups of interest to counties / members.
NEO Committee review and work with affiliates to update and maintain the NEO core curriculum available on the WACO Education Hub	Annually – convene NEO committee Spring 2023 / determine timeline		NEO committee met twice – hosted NEO class of 2022 gathering; continuing to work with affiliates on affiliate-specific training materials for NEOs
Education Committee conduct review of all offerings on the WACO Education Hub (including NEO core curriculum) and evaluation / discuss how annual program decisions contribute to and maintain a more comprehensive and relevant menu of training options; develop recommendations for improvements in process; use to revise education strategic plan	April 2024 – for May 24 EO/budget committee and July 24 Board and for development of expanded menu		
Education committee establish and prioritize expanded training and technical assistance menu based on input from members. Determine potential delivery methods as part of system of direct delivery within core services and contracted services	April 2025 based on March 2024/25 annual survey data – for May 25 EO / budget committee and July 25 Board		
Executive Officers and staff develop potential cost and contracting models for fee-for-service; Board	Spring / summer 26 for 2026 annual conference roll-out		

Status Key: Blank = not started; Blue = in progress; Red = late / stalled; Green = completed / recurring completed for this year.

consider EO and staff proposal for ala carte service offerings, including cost and contracting models			
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### Supporting documents –

### Benchmarks

1. By 2024, Adopt policies and budget reflecting education committee recommendations.
2. By 2026, providing enhanced training and technical assistance delivery.
3. By 2027, Have a full suite of offerings available to members and their office staff.

## OUTREACH AND ENGAGEMENT

Goal: Increase coordination among our members and raise awareness of the needs of Washington’s counties.

### Impact Strategy 3 – Expand a la carte support service offerings to meet identified needs of WACO affiliate organizations.

Desired Outcome – WACO offers a responsive menu of support services for affiliates to choose from.

### Work plan components:

Action	Timing	Status	Notes
Staff Prepare and Board review existing service area menu, analyzing relevance and affiliate use over time	<del>July 2023</del> December?		Inadequate time on July one-day Board meeting agenda – good topic for Board retreat / meeting in December?
Affiliate representatives, Trustees-at-Large and staff assess demand for potential services beyond current offerings (e.g. conference coordination, financial management)	Multiple opportunities: 1 - In conjunction with Affiliate Representative and Exec Dir annual meetings with affiliate presidents 2024 2 – as component of annual survey (March/April 2024)		
WACO broker key service providers (e.g. Indeed, Enterprise Car Rental, 3M products for Sheriffs) at	Launch Spring 2023		

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cost savings and convenience to members			
Executive Officers and staff develop potential cost and contracting models for fee-for-service; coordinate with education committee development of expanded training and technical assistance. Board consider EO and staff proposal for ala carte service offerings, including cost and contracting models	April 2026 based on March 2024/25 annual survey data – for May 25 EO / budget committee and July 25 Board decision and 2025 annual conference roll-out		
WACO staff engage in training and discussion on best practices in customer service	Spring/summer 2023		Staff engaged in different training based on individually-assessed / discussed need; will be meeting to discuss learnings in August.

#### Supporting documents –

#### Benchmarks

By 2026, policies and budget reflect new a la carte services and delivery models

By 2027 WACO annual survey indicates affiliates perceive an increased level fo responsiveness and service by WACO

#### Impact Strategy 4 – Increase coordination with peer organizations and affiliate leadership

Desired Outcome – WACO maximizes its impact by targeting its efforts in coordination with WSAC, MRSC, AWC and affiliate organizations.

#### Work plan components:

Action	Timing	Status	Notes
Establish a regular cycle for annual meetings with leadership of MRSC, WSAC, and other key stakeholders to discuss high-level topical and policy issues of concern and the priorities and contributions of each organization	Annually – Spring/summer		Working with WSAC on gathering of all organizations / agencies that provide training / education to counties – discuss upcoming plans, coordination and economy of scale
WACO host regular cross-affiliate leadership	In conjunction with Annual		Next scheduled in conjunction with

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meetings	Conference; quarterly via Zoom		WACO conference including breakfast meeting of affiliate presidents w/ WACO affiliate reps on Board
Explore citizen perception of county official roles to inform cross-affiliate and cross-organization communication and outreach. Consider contracting with polling firm	2024		

### Supporting documents –

#### Benchmarks

By 2026, affiliate leadership reports increased value in affiliate leadership gatherings and collaboration

By 2027, increased number of cross-affiliate initiatives

### Impact Strategy 5 – Create accessible and inclusive opportunities for members to build relationships, coordinate, and learn from one another.

Desired Outcome – WACO is seen by its members as creating valuable opportunities for elected officials to meet with their peers.

#### Work plan components:

Action	Timing	Status	Notes
Trustees-at-Large and staff review and revise membership outreach plan	Start Winter 2023 –		This year focused on NEO aspects of outreach; will focus on broader plan moving forward
TAL and staff strengthen monthly “Packed Lunch” gatherings – advertise 4 months of upcoming topics / presenters; use evaluation data to strengthen breakout discussions	As part of Winter 2023 meeting agenda; set future mtg agenda		Packed Lunches planned through end of 2023
Provide Board strengthened member outreach methods and resources for assessing varying needs in category counties	As part of TAL plan		

Status Key: Blank = not started; Blue = in progress; Red = late / stalled; Green = completed / recurring completed for this year.

WACO committee and staff design and implement sustained NEO activities and support	Convene NEO committee Spring 2023		NEO committee met twice – hosted NEO class of 2022 gathering; continuing to work with affiliates on affiliate-specific training materials for NEOs
Per Conference Procedures - Conference Committee meet regularly and use evaluation and other input data to design relevant and accessible annual conference	Annually – January to September		Conference committee meeting – all procedures on schedule for 2023 conference

### Supporting documents –

#### Conference procedures in WACO policy

#### Benchmarks

By 2024 all Trustees-at-Large have regular contact with WACO members in their counties and contribute to organizational understanding of county needs that informs responsive services

By 2026 the WACO annual survey indicates WACO members value WACO-sponsored / supported opportunities for engagement with other WACO members

Annual evaluation data indicate WACO members report increased value and positive regard for the annual conference

### Impact Strategy 6 – Raise awareness of county needs and WACO’s role and value

Desired Outcome – Stakeholders have a fact-based understanding of the challenges faced by Washington’s counties and an appreciation for WACO’s contributions.

#### Work plan components:

Action	Timing	Status	
Staff and affiliate representatives complete remaining Know Your County Official Videos and develop an external distribution plan for viewing beyond the WACO website	2023		KYCO Treasurers completed and posted on website; Prosecutors and Sheriffs to be completed in 2023

Status Key: Blank = not started; Blue = in progress; Red = late / stalled; Green = completed / recurring completed for this year.



Part of TAL revised outreach plan - send WACO Wise-Owl on county visits – feature county courthouse photos and facts on social media and elsewhere to raise awareness	Summer 2023		WILCO has completed multiple county visits and been featured in CHJ and social media
Based on member / affiliate-identified topics, develop short, animated videos explaining key policy issues to enhance public and legislator understanding (e.g. what's a taxing district? How are property taxes collected and where does the money go? What happens to my ballot after the box?)	2024-2027		
Staff update communications strategic plan for Board review / adoption	2024		
WACO partner with state and local education agencies and providers to raise student awareness of local county official roles and future employment opportunities; explore establishing internship possibilities for interested affiliates.	2025		

### Supporting documents –

#### Benchmarks

By 2025 the WACO annual survey indicates WACO members appreciate WACO's role and contributions in enhancing understanding of their roles, responsibilities, and issues.

By 2026 WACO annual survey indicates that affiliates see evidence of greater shared appreciation of the challenges facing Washington's counties.

Status Key: Blank = not started; Blue = in progress; Red = late / stalled; Green = completed / recurring completed for this year.

### Enhancement Strategy – Financial Sustainability

Desired Outcome: WACO's finances are stable and adequate

#### Work plan components:

Action	Timing	Status	Notes
Staff work with Audit Committee and Executive Officers to explore new investment strategies for WACO	2023		Recommendations for potential Board action at July 23 meeting
Budget Committee / Executive Officers evaluate reserve fund status and goals and develop plan for reaching reserve fund goal for Board review / approval	Annually, starting in May 2023 for July board meetings		
Add to annual survey question on policy change to CPI-based reimbursement / inclusion of registration fees	Annually – February		Item on 2023 survey – members indicated positive view of these policy changes

Status Key: Blank = not started; Blue = in progress; Red = late / stalled; Green = completed / recurring completed for this year.

# Washington Counties Building Partnership Budget Development

	2022 Actual	2023 Approved Budget	2024 Budget Development	Notes
<b>Revenue</b>				
Rent - WSAC	\$ 91,530	\$ 94,423	\$ 94,423	rate pass
Rent - WACO	88,344	92,022	\$ 92,022	rate pass
Other Misc Revenue	8,208	11,033	7,000	Includes WAPA portion of network support; WAPA-SEP no longer uses phone support
<b>Expenses</b>	\$ 188,082	\$ 197,478	\$ 193,445	
Janitorial	\$ 14,521	\$ 13,700	\$ 11,200	Provide in house janitorial with costs billed by WSAC to WCB
Insurance	16,557	17,500	19,000	
Communication/Telecom Systems	1,080	1,100	1,100	
Server/Network (POA, Intermedia)	83,421	88,825	80,000	Will have a new IT provider, cost unknown, but anticipate lower than current
Publications	-	-	-	
Miscellaneous	25	250	250	
Building Hosting & Supplies	1,441	2,100	2,100	
Parking	15,600	15,600	15,600	
Building Maintenance/Equipment	17,634	16,100	19,000	Anticipate higher maintenance cost
Utilities	21,232	21,510	22,000	
Professional Services	3,179	4,700	3,600	Did not go with security system
Property Taxes	18,065	16,000	16,900	
	\$ 192,755	\$ 197,385	\$ 190,750	
<b>Operating Income (Loss)</b>	<b>\$ (4,673)</b>	<b>\$ 93</b>	<b>\$ 2,695</b>	

<b>Beginning Cash Available</b> <i>(From Balance Sheet)</i>	<b>38,515</b>	<b>37,041</b>	<b>37,134</b>
<b>Projected Ending Cash</b>	<b>37,041</b>	<b>37,134</b>	<b>39,829</b>
<b>Cash Balance</b> <i>(Net A/R &amp; A/P)</i>	<b>1,391</b>	<b>1,484</b>	<b>4,179</b>

**Building Projects**

Name	Description	Est. \$\$ (WAG)											
			2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
AES Radio	Eliminates the need to have a "hardline" phone wire with CTS at \$90/mo.	\$ 1,400	-	1,400									
Roof	Replace entire roof with a new 50 year roof	\$ 30,000					30,000		-				
Grass Area	Replace grass area on west side of building with brick or some other easy to maintain surface	\$ 8,000		8,000	-								
Parking Lot	Clean, reseal, restripe	\$ 5,000	-	-	5,000								
Sink Hole	Repair the sink hold caused by unlying drainage issue (seperated pipe) WCB Parking lot.	\$ 20,000	-	-	20,000	-							
Remove Trees	Remove the pine trees in the back parking lot and replace with bark, repair damage to sidewalk	\$ 9,000		9,000	-								
Landscaping	Add landscaping features to deter homeless camping	\$ 5,000		5,000									
Fencing	Add fencing to secure back entrance and hvac equipment	\$ 10,000		10,000									
Pressure Wash	Pressure wash the exterior of the building to extend the paint life	\$ 5,000	-	5,000									
Paint Exterior	Paint exterior	\$ 15,000					-	15,000			-		
Bathrooms	Remodel both up and downstairs bathrooms	\$ 60,000				60,000	-						
Downstairs Conf	Remodel the downstairs conference room space and electronics, sound	Complete											
A/V System	Setup large conference room with advanced A/V equipment to facilitate quality hybrid meetings	\$ -											
Security System	Install unmonitored video security system to deter crime and improve staff safety	\$ 15,000	-										
Kitchen	Remodel the downstairs kitchen	\$ 40,000	-	-				-	40,000				
EV Parking	Install an electric vehicle charging station	\$ 15,000	-		15,000								
Workroom	Remodel the downstairs workroom into a smaller conference or meeting room	\$ 30,000		-				-		30,000			-
			-	38,400	40,000	60,000	30,000	15,000	40,000	30,000	-	-	-



# WACO Update

Jennifer Wallace, Executive Director  
Washington Association of County Officials

# Who We Are -



- Members are elected / appointed county:
  - Assessors
  - Auditors
  - Clerks
  - Coroners/Medical Examiners
  - Prosecutors
  - Sheriffs
  - Treasurers
- Non-profit, nonpartisan
- Governed by 19-member Board of Trustees



# WACO Priorities -



## LEGISLATIVE ADVOCACY

**Proactively support legislation** that benefits Washington residents and our members



## EDUCATION AND CAPACITY BUILDING

**Enhance the capacity and effectiveness** of our members



## OUTREACH AND ENGAGEMENT

**Increase coordination** among our members and **raise awareness** of the needs of Washington's counties

# Supporting New Members -



**NEWLY ELECTED OFFICIALS CONFERENCE**

**Networking | Education | Opportunity**

**Olympia Hotel December 5th – 8th**

**MORE INFO**

[www.countyofficials.org](http://www.countyofficials.org)





## NEO 2022 - *CORE AND COHORT*

- Core curriculum on WACO website
- Cross-affiliate and affiliate-specific training
  - Certification of completion for RCW requirements
- Clear connection between conference trainings and ongoing, available resources
- Cadre of veteran elected officials as mentors
- Quarterly cohort virtual check-ins



NEWLY ELECTED OFFICIALS CONFERENCE  
Networking | Education | Opportunity  
Olympia Hotel December 5th – 8th

MORE INFO [www.countyofficials.org](http://www.countyofficials.org)

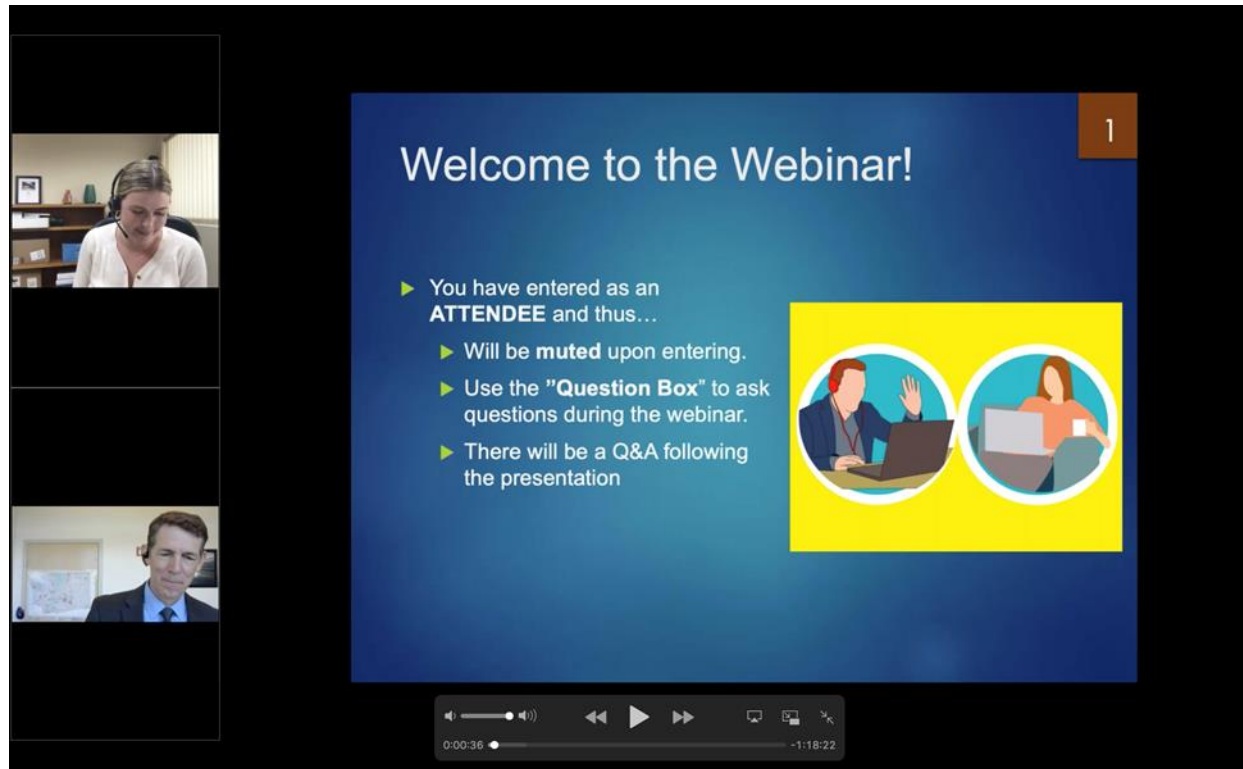


# NEO general / good government questions -

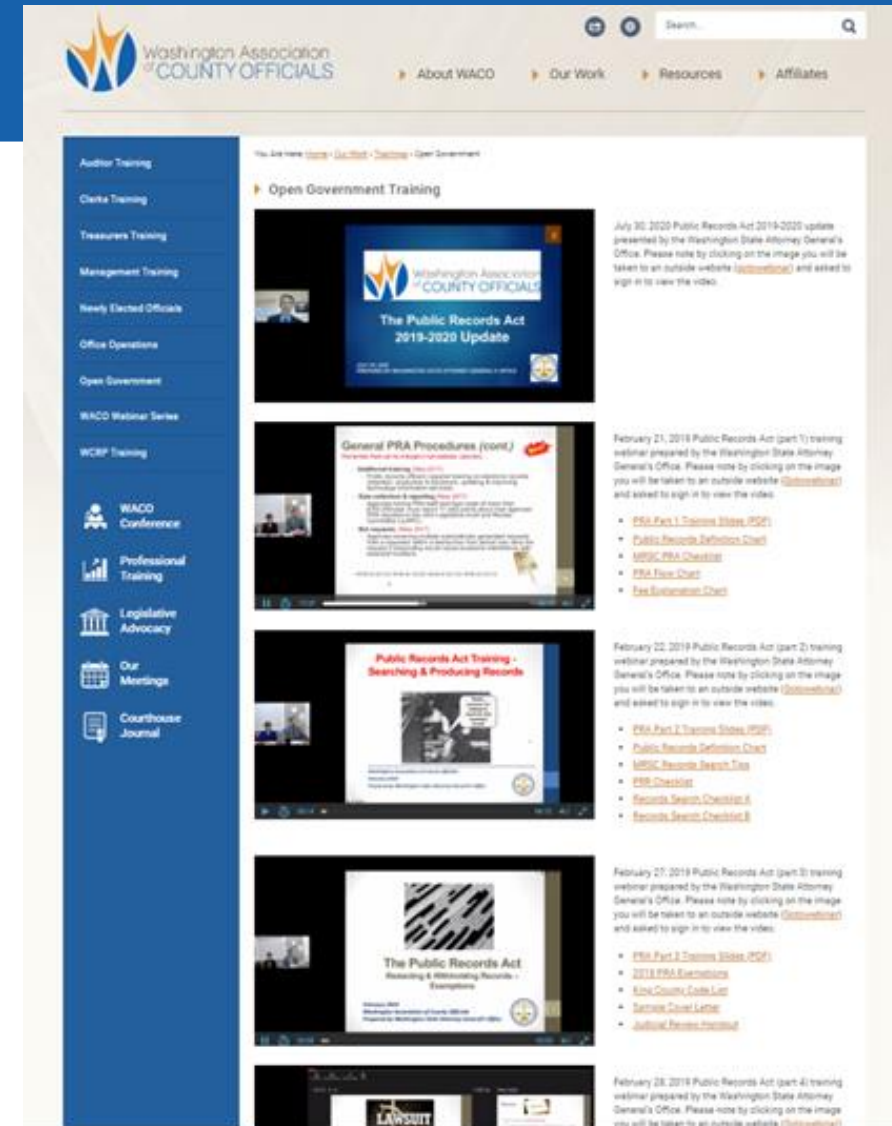


- *“Decisions regarding social media content make me nervous”*
- *“I have vacancies but no time to recruit – help!”*
- *“That session at NEO on crisis communication left me with so many questions – where can I get more information?”*
  - *“That’s how I feel about public records!”*
- *“I heard about a county with shared lobby and cross-trained staff – tell me more!”*
- *“I don’t think we have a continuity of operations plan – I want one – who can help me?”*
- *“I want to develop / implement a new personnel evaluation system. Can you send me models?”*
- *“I’m not clear on what records / documents I should keep / archive”*
- *“When the legislative session is over, how do I find out if anything changed that affects my office?”*

# Education – The “Hub”

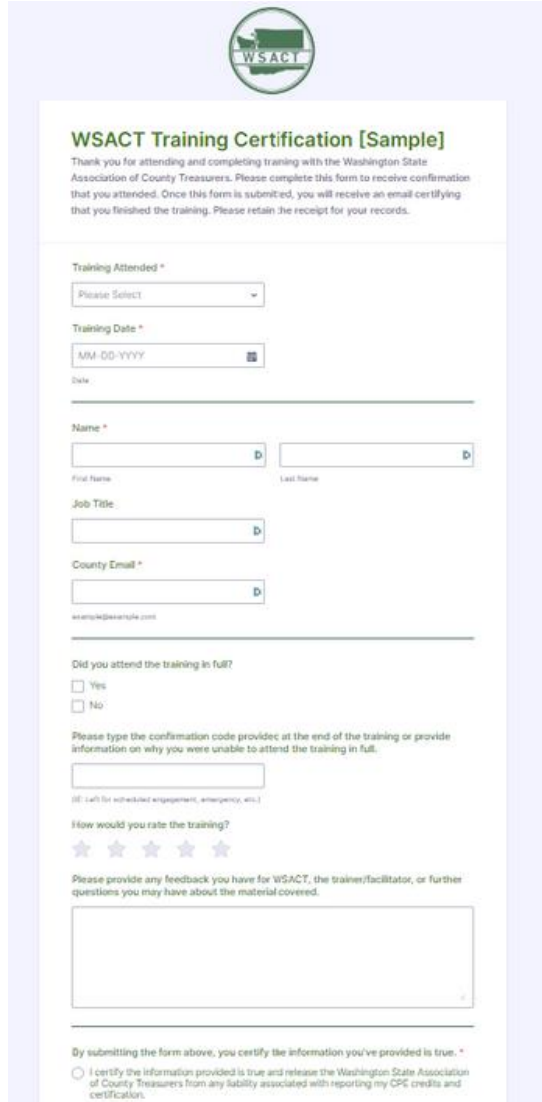


Online/In-Person/Hybrid



# NEW FROM WACO

## TRAINING CERTIFICATION FORMS



**WSACT Training Certification [Sample]**

Thank you for attending and completing training with the Washington State Association of County Treasurers. Please complete this form to receive confirmation that you attended. Once this form is submitted, you will receive an email certifying that you finished the training. Please retain the receipt for your records.

Training Attended \*

Please Select ▾

Training Date \*

MM-DD-YYYY

Date

Name \*

First Name Last Name

Job Title

County Email \*

example@wsact.com

Did you attend the training in full?

☐ Yes

☐ No

Please type the confirmation code provided at the end of the training or provide information on why you were unable to attend the training in full.

(E-mail for scheduled engagement, emergency, etc.)

How would you rate the training?

★ ★ ★ ★ ★

Please provide any feedback you have for WSACT, the trainer/facilitator, or further questions you may have about the material covered.

By submitting the form above, you certify the information you've provided is true. \*

☐ I certify the information provided is true and release the Washington State Association of County Treasurers from any liability associated with reporting my CPE credits and certification.

- Customizable fields
- Customizable branding
- Email receipting to attendees
- Accessible via direct URL or QR Code
- Exportable data formatted for mail-merge
- Ability to require qualifier code that ensures attendance was completed

❖ Single form can be used for all trainings utilizing a drop-down selection.

\*WACO does not submit training records for certification, but provides data to affiliates for reporting and archival purposes.

## ATTENDEE EMAIL RECEIPT

WSACT Training Receipt: 2023 Keynote - 1 CPE

Jotform <noreply@jotform.com>  
To: Cella Hyde

**WSACT Training Receipt**

**Training Attended** 2023 Keynote - 1 CPE

**Training Date** 06-12-2023

**Name** Cella Hyde

**Job Title** Member Services Manager

**County Email** [cella@countyofficials.org](mailto:cella@countyofficials.org)

**Did you attend the training in full?** Yes

Please type the confirmation code provided at the end of the training or provide information on why you were unable to attend the training in full.

12345

How would you rate the training? ★★★★★


Please provide any feedback you have for WSACT, the training facilitator, or further questions you may have about the material covered.

Great

By submitting the form above, you certify the information you've provided is true.

I certify the information provided is true and release the Washington State Association of County Treasurers from any liability associated with reporting my CPE credits and certification.

Questions or concerns can be sent to Kayla Meise, Adams County Treasurer and WSACT Education Committee Chair [kaylam@co.adams.wa.us](mailto:kaylam@co.adams.wa.us)



## BACK-END DATA

**Jotform** Tables

**WSACT Training Certification [Sample]** [+ Add Tab](#)

Search Filter

	Submission Date	Training Attended	Training Date	Name	Job Title	County Email	Did you attend the training in full?
1	Jun 7, 2023	Foreclosure/Distrait	Jun 7, 2023	Kayla Meise	Treasurer	kaylam@co.adams.wa.us	Yes
2	Jun 7, 2023	Foreclosure/Distrait	Jun 7, 2023	Kayla Meise	Treasurer	kaylam@co.adams.wa.us	No
3	Jun 7, 2023	Foreclosure/Distrait	Jun 7, 2023	Kayla Meise	Treasurer	kaylam@co.adams.wa.us	Yes
4	Jun 7, 2023	Foreclosure/Distrait	Jun 6, 2023	Cella Hyde	Member Services Manager	cella@countyofficials.org	Yes
ADD							

## EXPORT DATA (EXCEL)

AutoSave: Off

WSACT\_Training\_Certification\_[S2023-06-11\_15\_48\_15] - Excel

File Home Insert Draw Page Layout Formulas Data Review View Automate Help Acrobat

Clipboard Font Alignment Number Styles

Submission Date	Training Attended	Training Date	First Name	Last Name	Job Title	County Email	Did you attend the training in full?
Jun 7, 2023	Foreclosure/Distrait	Jun 7, 2023	Kayla	Meise	Treasurer	kaylam@co.adams.wa.us	Yes
Jun 7, 2023	Foreclosure/Distrait	Jun 7, 2023	Kayla	Meise	Treasurer	kaylam@co.adams.wa.us	No
Jun 7, 2023	Foreclosure/Distrait	Jun 7, 2023	Kayla	Meise	Treasurer	kaylam@co.adams.wa.us	Yes
Jun 7, 2023	Foreclosure/Distrait	Jun 6, 2023	Cella	Hyde	Member Services Manager	cella@countyofficials.org	Yes

If you would like to work with WACO to create a training certification form, please email [memberservices@countyofficials.org](mailto:memberservices@countyofficials.org)

# Outreach

Every second Wednesday of the month.  
12:00PM - 1:00PM



Washington Association  
of COUNTY OFFICIALS

- State Pension Systems
- Staff Performance Appraisals
- Ethics for Public Officials
- Cyber Security Awareness
- Recruiting and Retaining Personnel
- Washington State Auditor's Office on Common Audit Issues, and new Challenges Posed by the Blake Decision
- Covid-19 Workplace Guidelines
- The Importance of Personal Liability Insurance
- Engaging the Hybrid Workforce Across Generations



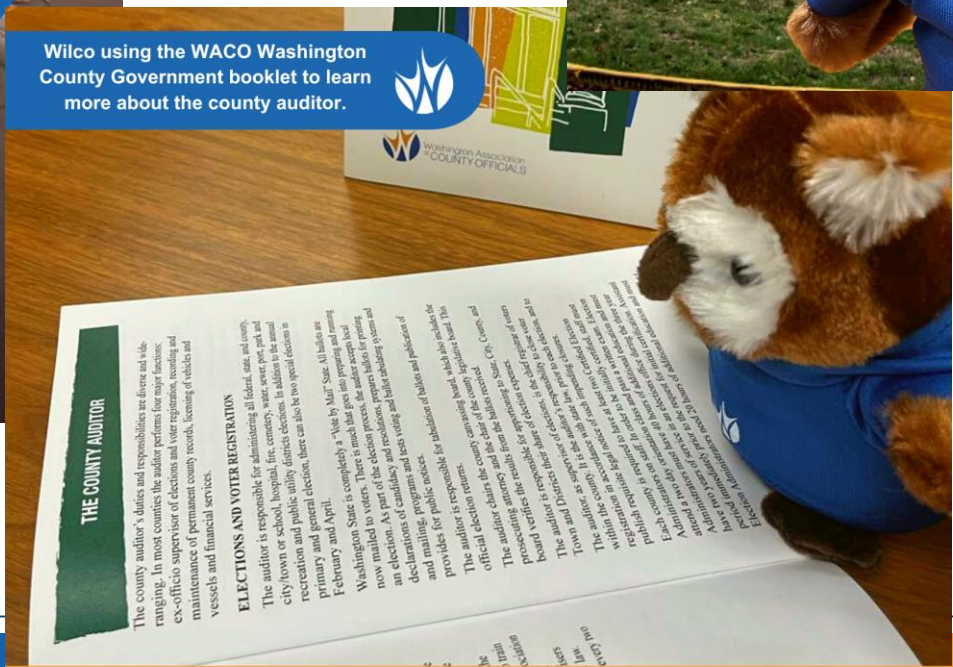
# Meet Wilco – the WACO wise owl



Wilco at a Ballot Buddy training session.

Did you know that in an effort to be transparent and instill confidence in voters, members of each major political party in Cowlitz County are invited to participate in the process of closing ballot boxes, emptying their contents, and transporting sealed ballot containers back to the Elections Office each Election Night?

Wilco using the WACO Washington County Government booklet to learn more about the county auditor.



Cowlitz County  
Washington

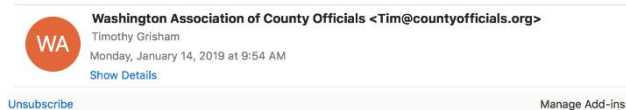
During April, Wilco spent time with the Cowlitz County Auditor's Office!



# Outreach / Communications



- CHJ - Trackable open rate significantly higher than industry standard
- Views: 3204 (average per month) Users: 2029 (average per month)
- **Changing focus for 2023 – enhanced issue and best practice coverage linked to other communications / events (e.g. packed lunch)**



## The 2019 Legislative Session Begins

Today marks the beginning of the 2019 Legislative Session. The session is what many call a "long session". In odd numbered years the legislature meets for 105 days to discuss policies and to adopt the biennial budgets. "Short sessions" last 60 days and run on even numbered years. Of course the astute observer of the state's legislative sessions over the past number of years may consider each session long, as many have been extended in special sessions.

You Are Here: [Home](#) > [Blog](#)



**Courthouse Journal**  
The Courthouse Journal is the official newsletter of the Washington Association of County Officials. An archive of the past year's newsletters is available in [our archive](#).

### Feb 27 State Auditors Office Schedule 6 Webinar

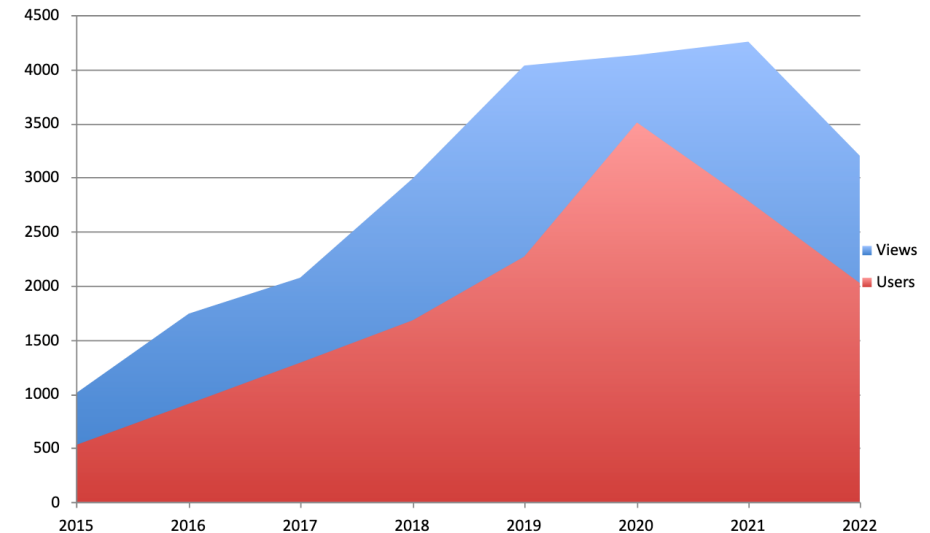
Posted on February 27, 2019 at 8:22 AM by Timothy Grisham

WACO is proud and excited to host a Schedule 6 webinar presented by Niles Kostick from the State Auditor's Office. The webinar will be April 16 from 9-11am.  
[Continue Reading...](#)

### Feb 19 Keith Willnauer to Retire

Posted on February 19, 2019 at 1:58 PM by Timothy Grisham

Whatcom County Assessor, Keith Willnauer, will not be seeking a ninth term as Assessor.  
[Continue Reading...](#)





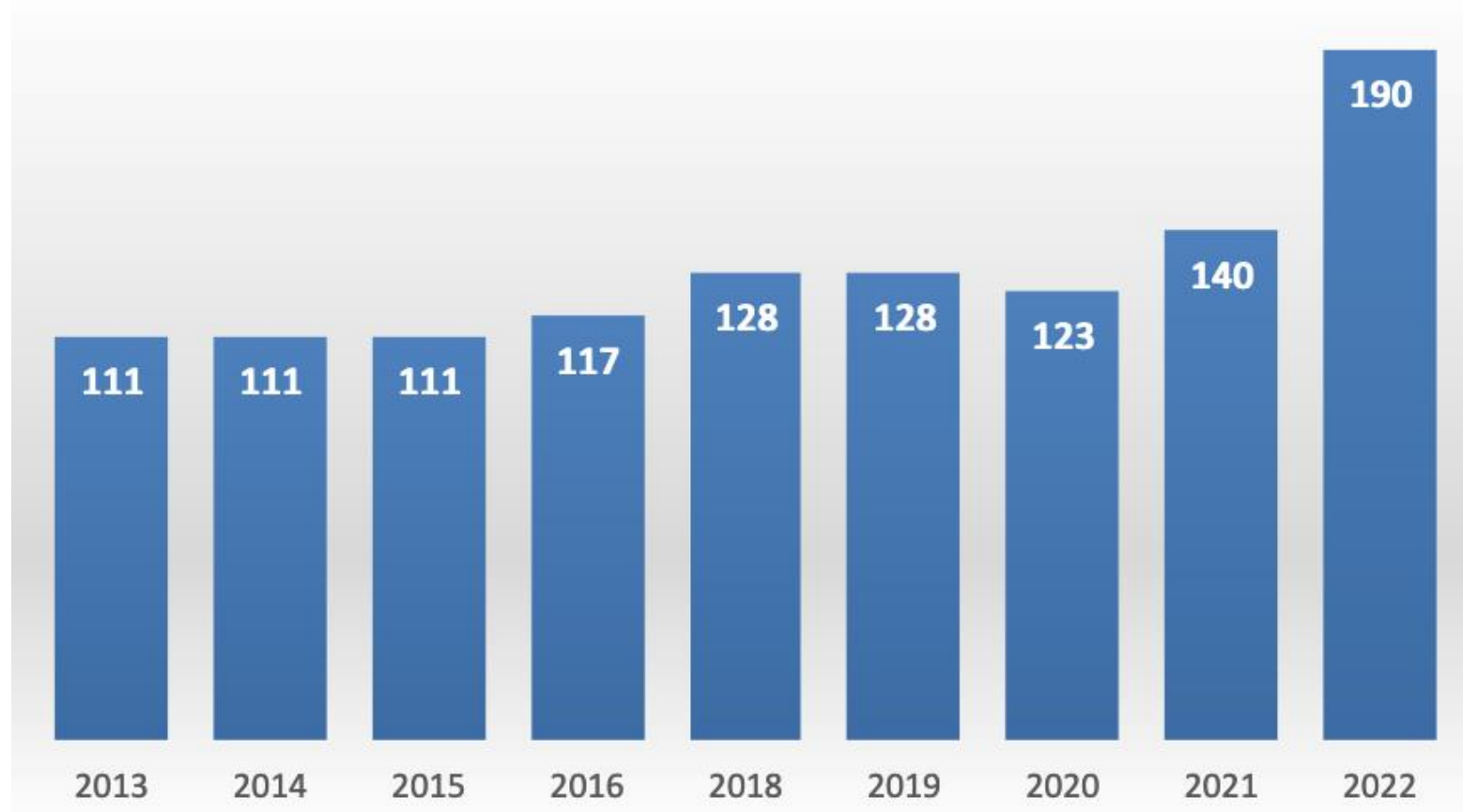


THE 65TH ANNUAL  
WASHINGTON ASSOCIATION OF COUNTY OFFICIALS  
CONFERENCE

# BUILDING BRIDGES

SEPTEMBER 26TH - 28TH  
AT EVERETT'S DELTA HOTEL

# Conference Attendance



2022 Conference

211 Total Attendees

190 In-Person

Note: 2017 was a joint conference with WSAC. 2021-2022 totals are for "in person"

# Legislative Advocacy



- Team with over 60 years of combined experience in the legislature
- Year-round experienced legislative committee of affiliate members
- 3 successful proposals in 2023
- 38 WACO Priority Bills Successfully passed since 2015



# Legislative Reporting 2023



- Autogenerated Excel data report with timing and fields determined by affiliate legislative chairs
- Weekly aggregated Excel data report sent to legislative committee
- Weekly highlights/details sent to legislative committee
- Weekly narrative report of legislative activity sent to entire WACO membership

2019 WACO PRIORITY LEGISLATION

Bill Number	Author	Committee	Priority	Effective Date	Notes
HB 1181	Walsh	County Assessors	Priority	2020	Regarding property tax relief for senior citizens and qualifying veterans.
HB 1320	Walsh	County Assessors	Priority	2020	Regarding property tax relief for senior citizens and qualifying veterans.
SB 5160	Walsh	County Assessors	Priority	2020	Regarding property tax relief for senior citizens and qualifying veterans.
HB 1227	Walsh	County Coroners	Priority	2020	Regarding property tax relief for senior citizens and qualifying veterans.
SB 5300	Walsh	County Coroners	Priority	2020	Regarding property tax relief for senior citizens and qualifying veterans.

Are you Looking for the 2019 WACO Legislative Priorities? You can find it and many resources on our legislative advocacy page: <http://countyofficials.org/232/Legislative-Advocacy>

For both FUTURE and PAST committee hearings we have provided a link to the TVW video feed for the hearing when available.

Additionally you will find links to the Legislative website's page for each priority bill that has been introduced.

**County Assessors**  
[HB 1181](#) / [HB 1320](#) / [SB 5160](#) Senior /  
 Disabled Veteran Tax Exemption. HB 1181

**County Coroners**  
[HB 1227](#) / [SB 5300](#) Coroner Subpoena Powers. HB 1227 was referred to the



<a href="#">SB 1005</a>	Appleton	Regarding foreclosure and distraint sales of manufactured/mobile or park model homes	Support	Yes- WACO
<a href="#">SB 1181</a>	Lekanoff	Providing property tax relief for senior citizens and qualifying veterans.	Support With Concerns	Yes- WACO
<a href="#">SB 1227</a>	Walsh	Providing coroners with additional subpoena duces tecum authority.	Support	Yes- WACO
<a href="#">HB 1291</a>	Walsh	Concerning state reimbursement of election costs.	Support	Yes- WACO
<a href="#">HB 1320</a>	Wylie	Concerning property tax exemptions for service- connected disabled veterans and senior citizens.	Support	Yes- WACO
<a href="#">SB 1437</a>	Pollet		Support	Yes- WACO
<a href="#">HB 1550</a>	Jenkins	Concerning vital statistics.	Support	Yes- WACO
<a href="#">HB 1750</a>	Mosbrucker	Filling vacancies in county sheriff offices.	Support	Yes- WACO
<a href="#">HB 1789</a>	Fey	Making adjustments to the service and filing fees for vehicle subagents and county auditors.	Support	Yes- WACO

# Legislative Advocacy



- Policy white papers
- Talking points /Legislative one-sheets
- Affiliate legislative branding
- Host committee work / reports

## Inadequate funding for the Death Investigations Account has lead to a training gap, and an increase in timetables to receive results from the state toxicology lab

Washington Association of Coroners and Medical Examiners  
Washington Association of County Officials  
206 Tenth Ave. SE  
Olympia, WA 98501  
Phone: 360-753-7319  
Email: [info@countyofficials.org](mailto:info@countyofficials.org)



 Washington Association  
of COUNTY OFFICIALS  
**Scott Blonien**, Executive Director  
360.489.3043 | [Scott@countyofficials.org](mailto:Scott@countyofficials.org)  
**Jennifer Wallace**, Deputy Director  
360.489.3042 | [Jennifer@countyofficials.org](mailto:Jennifer@countyofficials.org)

**HB 1550 / SB 5332**  
**CORONER VITAL STATISTICS**  
**FEE**

The Death Investigation Fund pays for both basic County Coroner training, and costs associated with death investigations. Basic training for Coroners is outdated and no longer meets national accreditation standards; and

Training dollars for both medicolegal<sup>1</sup> training and lab-work has not been increased since the establishment of Washington state medicolegal training requirements in 1991<sup>2</sup>. This has created a training gap that has lead to a decreased ability for medicolegal professionals in Washington State to identify death patterns, as well as significant increases on timelines to receive lab-work results that greatly impact Washington citizens.

### ABOUT THE COUNTY CORONER/MEDICAL EXAMINER

Each year, approximately 55,645 people (54,748 adults, 507 fetal, 390 infants), or approximately 1% of Washington's population (7,184 million), die. Following national averages approximately thirty to forty percent (approximately 22,258) of these deaths are referred to the state's 39 medicolegal jurisdictions, 33 coroners and 6 medical examiners, for investigation.



## Washington State Association of County Treasurers

The mission of the Washington State Association of County Treasurers (WSACT) is to provide a forum for all County Treasurers to educate, advocate, mentor and support the creation of effective treasury management systems, which honor the public trust.

We accomplish this by:

- Developing and sponsoring legislation that is responsive to the needs of our customers.
- Promoting ethical and professional standards.
- Providing peer support and mentoring to treasurers and their staff.
- Working collaboratively with other governmental entities and associations.
- Participating in certification and training programs that enhance professionalism of the role of the treasurer.

## Authority and Responsibilities of County Treasurers

The county treasurer holds a key position of public trust in the financial affairs of local government. Acting as the bank for the county, school districts, fire districts, water districts and other units of local government, the treasurer's office receipts, disburses, invests and accounts for the funds of each of these entities. In addition, the treasurer is charged with the collection of various taxes that benefit a wide range of governmental units. Over sixty percent of the workload of the county treasurer is directed toward providing services to the taxing districts.

The major responsibilities of the county treasurer include:

- Receipting and accounting of revenue
- Collection of taxes and assessments
- Disbursement of funds
- Cash and investment management
- Debt management

## WSACT LEGISLATIVE POLICY PLATFORM

### FUNDING / COST RECOVERY

County Treasurers routinely and increasingly provide service on behalf of the state, yet rarely receive state funding for these responsibilities. We are also restricted by law in our ability to recover costs for providing services locally. In part due to a significant number of bills charging Treasurers with new responsibilities with indeterminate fiscal notes, laws pass with little awareness or acknowledgement of the impact on County Treasurers. Legislation often

Washington State Association of County Treasurers  
Clark County Treasurer Allisha Topper, President / Skagit County Treasurer Jackie Brunson, Legislative Chair





## STRATEGIC PLAN 2023–2027

DRAFT 8-16-22

The Washington Association of County Officials (WACO) serves our members consisting of independently elected assessors, auditors, clerks, coroners and medical examiners, prosecuting attorneys, sheriffs, treasurers, and comparable appointed officials in charter counties, as well as our partner organizations listed below.

### Vision

We envision that:

- **The people of Washington state** are well-served by their county governments.
- **The Legislature** has a clear understanding of the role and function of county government, each affiliate's authority and relies on WACO as a knowledgeable and trusted partner.
- **Our seven affiliate organizations** are well-supported and high-functioning.
- **Our members** are well-supported to execute their responsibilities with excellence.
- **WACO** is vibrant and sustainable, with engaged members and well-resourced staff.

### Mission

WACO advocates for and supports the county officials of our affiliate organizations.

### The Value WACO Provides

WACO serves as a united voice and forum for our members and their affiliate organizations, providing the most value where policy interests intersect.

### Services



### Partners

WACO supports the following affiliate organizations:

- Washington Association of County Assessors (WSACA)
- Washington Association of County Auditors (WSACA)
- Washington State Association of County Clerks (WSACC)
- Washington Association of Coroners and Medical Examiners (WACME)
- Washington Association of Prosecuting Attorneys (WAPA)
- Washington State Sheriffs' Association (WSSA)
- Washington State Association of County Treasurers (WSACT)

### Service Strategies



**LEGISLATIVE ADVOCACY**  
Proactively support legislation that benefits Washington residents and our members.

#### Ongoing Services

- Share practical, expert information with legislators to guide them in crafting effective legislation.
- Provide technical assistance for members, affiliate organizations, legislators, legislative staff, and stakeholders.
- Advocate for WACO priority bills, as well as bills and future policies with impact on our members.

#### Impact Strategy

1. Anticipate future policy issues with significant impact across affiliate organizations and proactively engage with data, analysis, evaluation of fiscal impacts, and advocacy.



**EDUCATION & CAPACITY BUILDING**  
Enhance the capacity and effectiveness of our members.

#### Ongoing Services

- Deliver Annual Conference education sessions and Newly Elected Officials Training.
- Host live and virtual training events and serve as a hub of educational resources.
- Provide technical services to record trainings and other events.

#### Impact Strategy

2. Provide enhanced training and targeted services to support the roles and responsibilities of our members.



### OUTREACH & ENGAGEMENT

Increase coordination among our members and raise awareness of the needs of Washington's counties.

#### Ongoing Services

- Organize and convene WACO's Annual Conference.
- Produce materials describing the role of counties and elected county officials.
- Support Trustees at Large and Affiliate Representatives in outreach and engagement with WACO members.
- Host dialogue and work groups on current topical issues of concern to affiliate organizations.

#### Impact Strategies

3. Expand à la carte support service offerings to meet identified needs of WACO affiliate organizations.
4. Increase coordination with peer organizations and affiliate leadership.
5. Create accessible and inclusive opportunities for members to build relationships, coordinate, and learn from one another.
6. Raise awareness of county needs and WACO's role and value.

### Organizational Supports & Enhancement Strategies

WACO will also work to strengthen its organizational capacity. The Enhancement Strategies below describe efforts to strengthen WACO's systems, staff, and financial sustainability.

#### Customer Service Orientation & Systems

- A. Strengthen WACO's customer service orientation and methods for capturing insights into customer needs.
- B. Establish systems to serve members and affiliate organizations strategically, based on their needs and interests.

#### WACO's Capacity & Expertise

- C. Retain and develop highly skilled staff to meet member needs.

#### Financial Sustainability

- D. Establish a sustainable funding plan aligned with WACO's changing service delivery model.

WACO STRATEGIC PLAN 2023–2027 DRAFT 8-16-22





## STRATEGIC PLAN 2023–2027

DRAFT 8-16-22

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- Washington Association of Prosecuting Attorneys (WAPA)
- Washington State Sheriffs' Association (WSSA)
- Washington State Association of County Treasurers (WSACT)

Includes -

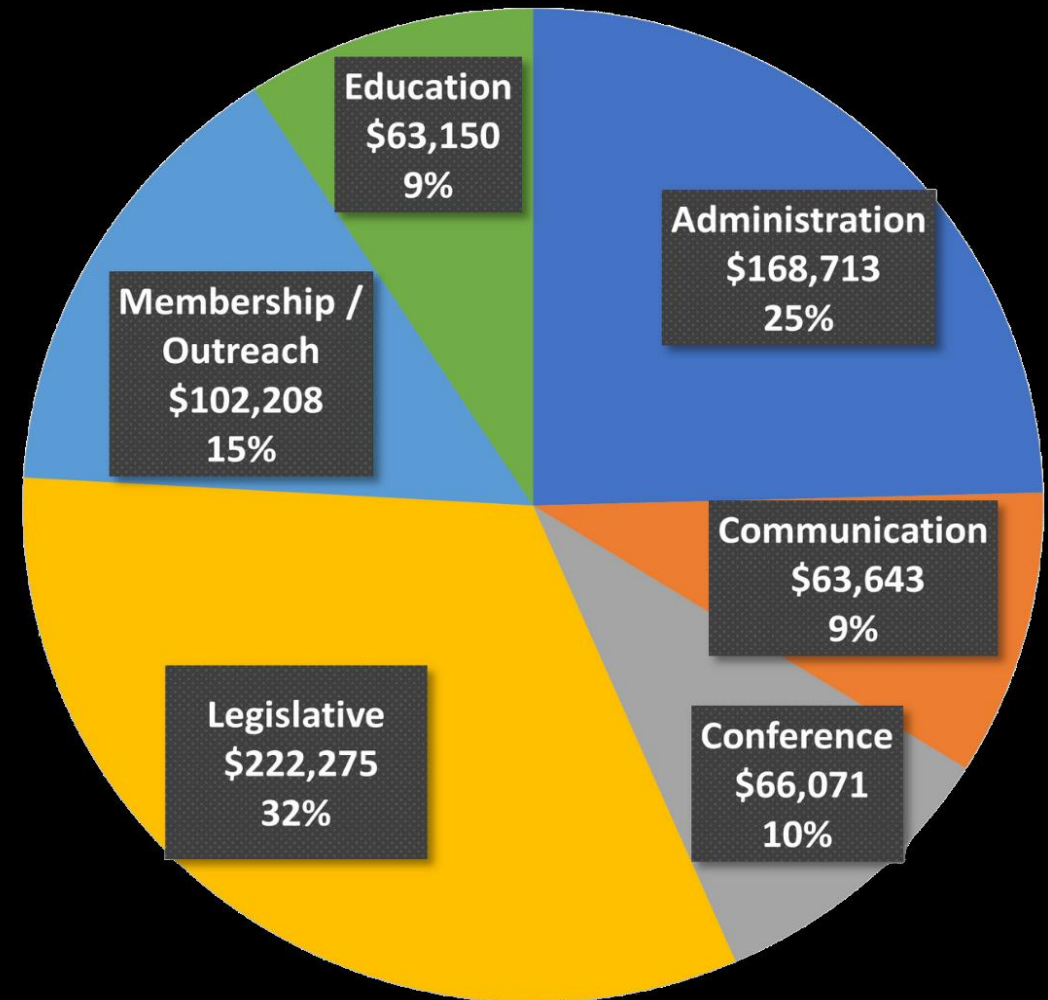
- Cross-affiliate policy issues
  - Current and forecast
- Expand a la carte support service offerings
- Enhanced good government training and targeted services
- Maximize outreach of Trustees
- Interim policy study and data mining



# Financial Prudence and Integrity



- Clean Audits
- Commitment to keeping dues low
- Lean staffing
- Expenditures aligned with priorities







# THANK YOU!

## Questions?



## MEMORANDUM

**DATE:** July 3, 2023

**TO:** WACO Board of Trustees

**FROM:** Timothy Grisham, Deputy Director

**SUBJECT:** DEPUTY DIRECTOR REPORT

---

### BACKGROUND INFORMATION:

#### WEBSITE

Over the past four months WACO staff worked closely with our website vendor CivicPlus for a major overhaul of the website. The focus of the update was to streamline the look and feel of the webpage, while retaining the locations of content that our members regularly use.

The updated website makes navigating the site easier by integrating hover over highlights and changes to the navigation fonts to better illustrate main pages and sub-pages. The refresh also includes an improved calendar module on the front page, which is much easier to read and search than previous versions.

With a more defined color pallet that is aligned with the current WACO branding guidelines, the new WACO website will help our members well into the future with better mobile responsive design, more up to date web standards, and increased visibility.

While the page is easier to read and navigate, it also features several behind the scenes upgrades making it easier to update and manage, as well as better search engine optimization.

#### KNOW YOUR COUNTY OFFICIALS

WACO staff recently traveled to Yakima County to work with Yakima County Treasurer Ilene Thomson and her staff on “Know Your County Officials: The County Treasurer.” The seven-minute video is the fifth in the series of Know Your County Officials videos that explains the role and responsibilities of county officials.

After launching the video staff has begun to work on the sixth video in collaboration with Kittitas County Prosecutor Greg Zempel. The video will be scheduled to shoot at a date in the near future following completion of an approved script.

#### COUNTY VISITS

WACO staff continues to make the rounds in the state for county visits. Whether visiting while in the region for conferences, or scheduling separate stand-alone visits, these trips have proven useful for WACO staff to better understand the different realities counties face across the state. Over the next two months I will be visiting another five counties, which will bring us very close to visiting every county in the state in the past two years.

#### COUNTY SCHOLARSHIP FUND

The Washington County Scholarship fund awards three children of county officials, or their staff, \$3,000 scholarships each year. Recipients must be full-time students in a baccalaureate degree, associate degree, or vocational/technical certification program.

Funds for the scholarship are provided by members of the Washington Association of County Officials (WACO). Since 1993 the fund has awarded over \$310,000 to eligible students. The award amount is subject to change and reviewed by the Board of Trustees annually.

This year we had 21 complete applications that were eligible after review. 10 incomplete applications. 2 ineligible applications. Last year we had 24 complete applications that were eligible after review. 7 incomplete applications. 1 ineligible application. So, in total we process 1 additional application this year than last after full review.

1. Noah Croskey. Parent – Jing Zhang, Legal Document Examiner, Snohomish County Auditor's Office. Edmonds-Woodway High School. Bound for University of Washington.
2. Teleaha P.M. Royal. Parent – Teresa Love-Royal. King County DJA (Clerks Office). Bethune-Cookman University.
3. Kiana Oos. Parent – Anna Oos, Paralegal, Snohomish County Prosecutors Office. Western Washington University.

Alternate: Brianna Johnson. Parent – Marc Johnson, Patrol Sergeant, Cowlitz County Sheriff's office. Embry-Riddle Aeronautical University.

**RECOMMENDED ACTION:** Board receive report and may pose questions or requests for additional information.



## MEMORANDUM

**DATE:** July 05, 2023

**TO:** WACO Board of Trustees

**FROM:** Cella Hyde, Member Services Manager  
Washington Association County Officials

**SUBJECT: MEMBER SERVICES REPORT**

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### BACKGROUND INFORMATION:

**BRAND RECOGNITION INITIATIVES** - The WACO Member Services Manager together with WACO staff is in the process of developing further initiatives to drive brand recognition with members. This includes swag items for table events, county visits, and WACO hosted conferences, as well as the development of "Wilco the WACO Wise Owl."

- **UPDATE - WILCO:** *So far Wilco has been featured with Auditors, Assessors, Treasurers, has attended conferences, and is set to spend time with the Thurston County Sheriff's Office this month. Shared posts receive positive response online; members express excitement about project.*

**AFFILIATE HIGHLIGHTS & MONTHLY CHECK-IN EMAIL** - The WACO Member Services Manager is currently working to increase outreach to member offices utilizing the WACO newsletter, social media, and a direct email sent monthly to each member. This effort is made with the goal of providing a reminder of available services, a reiteration that WACO education can be passed to office staff, and a prompt to share successes and/or individual and office education needs.

- **UPDATE:** *Response from members has been greatly encouraging and opened avenues of conversation that have allowed WACO to coordinate requested trainings, offer support to members struggling with motivation, and strengthen ties with members that can influence further participation from affiliate groups.*