



WACO Board of Trustees - Regular Meeting  
Tuesday, March 5, 2024 ~ 1:00pm – 4:00pm  
Wednesday, March 6, 2024 ~ 9:00am – 12:00pm  
Washington Counties Building, 206 10th Ave SE, Olympia

Tuesday, March 5 <sup>th</sup>		TAB
AGENDA		
1:00p.m.	Call to Order – President Adam Kick	
	Roll Call of Attending Members	
	Approval of Agenda	A
	Approval of Minutes – December 12, 2023 Board Meeting	B
1:05 – 2:25p.m.	Committee Reports	
	<ul style="list-style-type: none"><li>Legislative Committee – Near End-of-Session Report and Discussion (30 mins)<ul style="list-style-type: none"><li>Amy Cziske, WACO Vice President and Legislative Committee Chair</li></ul></li></ul>	C1
	<ul style="list-style-type: none"><li>Education Committee (10 mins)<ul style="list-style-type: none"><li>Linda Hjelle, WACO 2<sup>nd</sup> Vice President and Education Committee Chair</li></ul></li></ul>	C2
	<ul style="list-style-type: none"><li>Personnel Committee – Annual Report and Recommendations (20 mins)<ul style="list-style-type: none"><li>Lisa Frazier, WACO Trustee-at-Large Position 4 and Personnel Committee Chair</li></ul></li></ul>	C3
	<ul style="list-style-type: none"><li>Conference Committee (10 mins)<ul style="list-style-type: none"><li>Adam Kick, President and Conference Committee Chair</li></ul></li></ul>	C4

	<ul style="list-style-type: none"> <li>• Audit Committee (5 mins) <ul style="list-style-type: none"> <li>○ Paul Budrow, Secretary/Treasurer and Audit Committee Chair</li> </ul> </li> </ul>	C5
	<ul style="list-style-type: none"> <li>• Legal Committee (10 mins) – status of amicus brief <ul style="list-style-type: none"> <li>○ Jeff Gadman, Past President and Legal Committee Chair</li> <li>○ Jon Tunheim, Prosecutor representative</li> </ul> </li> </ul>	
2:25 – 3:10p.m.	Trustee-at-Large / Affiliate Reports	
3:10 – 4:00p.m.	Break and Adjourn to Executive Session for Purposes of Personnel Performance Evaluation	
4:00p.m.	Reconvene and Adjourn Board Meeting	
6:00p.m.	Board Dinner – (Budd Bay Cafe)	
Wednesday, March 6th		
6:00 – 9:00a.m.	Breakfast available at hotel	
9:00 – 9:30a.m.	Outcomes of WACO Audit by Washington State Auditor’s Office <ul style="list-style-type: none"> <li>• Jennifer Wallace, WACO Executive Director</li> <li>• Tiffin Moreno, WACO Finance and Administration Manager</li> </ul>	D
9:30 – 10:30a.m.	Work Session: Annual Review and Proposed Amendments to WACO Policy Manual <ul style="list-style-type: none"> <li>• Jennifer Wallace, WACO Executive Director</li> </ul>	E
10:30 – 10:45a.m.	BREAK	
10:45 – 11:05a.m.	Update from Washington State Association of Counties <ul style="list-style-type: none"> <li>• Eric Johnson, WSAC Executive Director</li> </ul>	
11:15 – noon	Staff Reports:	
	<ul style="list-style-type: none"> <li>• Executive Director – Jennifer Wallace</li> </ul>	F
	<ul style="list-style-type: none"> <li>• Deputy Director – Tim Grisham</li> </ul>	G
	<ul style="list-style-type: none"> <li>• Finance and Administration Mgr – Tiffin Moreno</li> </ul>	H
	<ul style="list-style-type: none"> <li>• Member Services Manager – Cella Hyde</li> </ul>	I



WACO Board of Trustees Regular Meeting  
Tuesday, December 12, 2023  
Skamania Lodge – Mt. Hood Room  
1131 SW Skamania Lodge Way  
Stevenson, WA 98648

### Draft Minutes

Tuesday, December 12, 2023

#### Board Members Present:

Adam Kick	President	Skamania	Prosecutor
Amy Cziske	Vice-President	Kittitas	Treasurer
Paul Budrow	Secretary/Treasurer	Okanogan	Sheriff
Jeff Gadman	Immediate Past-President	Thurston	Treasurer
Stacie Prada	Past-President	Jefferson	Treasurer
Mike Lonergan	Assessors Trustee	Pierce	Assessor / Treasurer
Thad Duvall	Auditors Trustee	Douglas	Auditor
Scott Tinney	Clerks Trustee	Lewis	Clerk
Greg Morrison	Coroners Trustee	Grant	Coroner
Jon Tunheim	Prosecutors Trustee	Thurston	Prosecutor
Leslie Valz	Treasurers Trustee	Stevens	Treasurer
John Wilson	Trustee at Large Position 1	King	Assessor
Tom Konis	Trustee at Large Position 2	Spokane	Assessor
Carolyn	Trustee at Large Position 3	Cowlitz	Auditor
Fundingsland			
Lisa Frazier	Trustee at Large Position 4	Mason	Treasurer
Katie Sloan	Trustee at Large Position 5	Adams	Clerk
Falon Hoven	Trustee at Large Position 6	Wahkiakum	Assessor

#### Staff Present:

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

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

Adam Kick, President called the meeting to order at 8:31 am were noted as absent. Linda Hjelle 2<sup>nd</sup> Vice-President, Rob Snaza, Sheriffs Trustee

Jeff Gadman, Immediate Past-President **MOVED** to approve the December 12, 2023 agenda John Wilson, Trustee at Large Position 1 **SECONDED**. The **MOTION CARRIED** unanimously.

Thad Duvall, Auditors' Trustee **MOVED** to approve the September 26, 2023 Board of Trustees meeting minutes. Immediate Past-President Gadman **SECONDED**. The **MOTION CARRIED** unanimously.

**2) Proposed Amendments to the 2024 Budget**

Tiffin Moreno, Finance and Administrative Manager presented the proposed amendments to the 2024 budget. Jennifer Wallace, Executive Director discussed changes to 2024 health care costs and upcoming utilization of reserve funds.

**3) Proposed 2024 Meeting Dates**

Tiffin Moreno presented the proposed 2024 meeting dates.

Immediate Past-President Gadman **MOVED** to approve meeting dates as presented with amendment to have retreat/meeting November 20-21 rather than November 13-14. Trustee at Large Wilson **SECONDED**. The **MOTION CARRIED** unanimously.

**4) Washington Counties Scholarship Fund Update**

Executive Director Wallace presented an update on the Washington Counties Scholarship Program. Discussed background of fundraising efforts and projection for future use. Discussed different methods of fundraising.

Mike Lonergan, Assessors' Trustee **MOVED** to create an ad-hoc scholarship fundraiser committee. Falon Hoven, Trustee at Large Position 6 **SECONDED**. The **MOTION CARRIED** unanimously.

**5) Committee Reports**

**a. Education Committee**

Timothy Grisham, Deputy Director presented the Education Committee report. Discussed conference training as well as trainings since conference.

*The Board went on **BREAK** at 9:21 am and **RECONVENED** at 9:52 am.*

**b. Audit Committee**

Paul Budrow, Secretary/Treasurer presented the Audit Committee report.

### **c. Conference Committee**

President Gadman presented the conference Committee report. Discussed the 2023 WACO conference. Cella Hyde, Member Services Manager provided an overview of the post-conference survey.

### **d. Legislative Committee**

Amy Cziske, Vice-President presented the Legislative Committee report. Discussed the 2024 session and what to expect. Trustee at Large Wilson discussed homestead exemption legislation. Discussed 2024 legislative priorities.

*The Board went on **BREAK** at 11:20 am and **RECONVENED** at 11:40 am.*

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

### **a. Affiliate Updates**

Trustee at Large Lonergan provided the Assessors' Trustee report. Discussed a large increase in applications for senior/disabled exemptions. Working on a statewide aerial imagery solution. Working on legislation as a WACO priority. Property valuations have leveled off in some counties. Increased safety issues for appraisers in the field are a growing concern.

Trustee at Large Duvall Auditors' Trustee report. Discussed challenges to the elections system; increased recording fees and recording/deed fraud; and licensing sub-agent auditing being placed on counties rather than state.

Scott Tinney, Clerks' Trustee provided the Clerks' Trustee report. Discussed changes to court rule on appellant procedure that will increase office operational costs for the Clerks' office. Discussed changes to domestic violence protection orders impact on Clerks' offices as well as on petitioners.

Craig Morrison, Coroners' Trustee provided the Coroners' Trustee report. Discussed Coroners' mandated training. The upcoming elimination of the role of Coroner/Prosecutor.

Jon Tunheim, Prosecutors' Trustee provided the Prosecutors' Trustee report. Discussed public defense caseload limits in court rule increasing cost for additional staffing. Discussed WSAC public defense lawsuit against the state for delegating public defense to counties without constitutional or court ordered provision. Discussed replacing the funding the victim penalty assessment funding gap for crime victim advocacy fund. Discussed body cam, cellphone, and surveillance camera footage review and retention impact to office operations.

Secretary/Treasurer Budrow provided the Sheriff's Trustee report. Discussed recruitment and retention issues. Discussed WASPC pursuing vehicular pursuits legislation. Discussed juvenile access to attorney legislation's impact on both victims and offenders. Discussed statewide jail standards.

Leslie Valz, Treasurers' Trustee provided the Treasurers' Trustee report. Discussed issues with properties in DNR lands. Discussed schedule 6 report issues with cash basis counties.

**b. Trustee at Large Updates**

Trustee at Large Wilson provided the Trustee at Large Position 1 report.

Trustee at Large Konis provided the Trustee at Large Position 2 report. Discussed breaking down communications silos within counties to better engage counties of like size to discuss common interest issues.

Trustee at Large Fundingsland provided the Trustee at Large Position 3 report.

Trustee at Large Frazier provided the Trustee at Large Position 4 report.

Trustee at Large Sloan provided Trustee at Large Position 5 report. Discussed issues with workforce and fiscal sustainability. Discussed jail administration and operation challenges.

Trustee at Large Hoven provided the Trustee at Large Position 6 report. Discussed encouraging attendance at WACO Day on the Hill.

**7) Staff Reports**

**a. Executive Director**

Executive Director Wallace presented the Executive Director report. Discussed progress on the Board Strategic Plan. Discussed Washington Counties Building challenges with the property such as IT services and how to move forward with issues around vandalism and security of personnel.

**b. Deputy Director**

Timothy Grisham presented the Deputy Director's report.

**c. Finance and Administrative Manager Report**

Tiffin Moreno presented the Finance and Administrative. Tiffin Moreno provided a fiscal update including consolidation of banking accounts.

**d. Member Services Manager Report**

Cella Hyde presented the Member Services report. Discussed brand recognition initiatives, affiliate highlights and monthly check-in emails, and a redesign/look at the education hub.

*The Board **ADJOURNED** the regular meeting at 1:38 pm.*

**MEMORANDUM**

**DATE:** February 27, 2024

**TO:** WACO Board of Trustees

**FROM:** Amy Cziske, 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 2024 session/interim has been:

- Steven Drew, Thurston County Assessor
- Tom Konis, Spokane County Assessor
- Mary Hall, Thurston County Auditor
- Bryan Elliott, Kittitas County Auditor
- Lisa Henderson, San Juan County Clerk
- Mike Killian, Franklin County Clerk
- Hayley Thompson, Skagit County Coroner
- Joe Brusic, Yakima County Prosecutor
- Paul Budrow, Okanogan County Sheriff
- Jackie Brunson, Skagit County Treasurer

**2024 Session**

The session is nearing its conclusion, with March 1<sup>st</sup> being cutoff for floor action on bills from opposite house, with some exceptions, and March 7<sup>th</sup> the end of session.

**WACO Priority Legislation**

At the 2023 WACO Conference membership approved 9 proposals for the 2024 Legislative Session:

- Washington State High-Quality Aerial Imagery Program (Assessors)
- Addressing Harassment of Elections Officials (Auditors)
- Simplifying Voter Change of Address (Auditors)
- Better alignment of duties in dependency case related responsibilities (Clerks)
- Domestic Violence Protection Order Services (Clerks)
- Unclaimed Remains Holding Period (Coroners)



- Access to PTSD Services for Medical Death Investigation and Pathology Staff (Coroners)
- Cost Recovery Fee (Treasurers)
- Second-half property tax payment threshold (Treasurers)

Prior to session, the Washington State Association of County Treasurer's legislative committee voted to withdraw both of their proposals for further development, leaving 7 remaining proposals. Full description of these proposals was in the Board's September packet and may be found on the WACO website here -

<https://countyofficials.org/232/Legislative-Advocacy>

The Assessors Aerial Imagery bill did not make it out of House of Origin, likely due to a very high fiscal note, particularly for a supplemental budget session. One interim project for the Assessors and WACO will be working with Local Government Fiscal Note division of Department of Commerce on producing a more realistic fiscal note.

Domestic Violence Protection Order Services was not a bill but rather policy position, and the Clerks have held discussions with legislators about the need for better guidance for victims. The discussions are bringing about potential 2025 policy suggestions such as a DV ombuds, or grant funding for on-site navigators.

Status on the remaining four priority bills is as follows:

**Addressing Harassment of Elections Officials ([HB 1241](#))**

Has passed both the House and Senate

**Better Alignment of Duties in Dependency Cases ([HB 1205](#))**

Is in the Senate Rules Committee, and is named in the House budget.

**Simplifying In-state Change of Addresses ([HB 1962](#))**

Is on the Senate Floor consent calendar

**Unclaimed Remains Holding Period ([HB 1974](#))**

Is on the Senate Floor consent calendar.

**Other Affiliate Priorities**

Once again, this session, Assessors have dealt with multiple bills proposing property tax exemptions to meet policy goals. Still progressing is a bill which Assessors still strongly oppose, SB 6030, which exempts ADUs rented to low-income tenants. Agreement was reached last session to pilot this exemption in King County and conduct a JLARC study on its implementation, but the legislature is choosing to expand the program statewide now.



There were a great many election-related bills for the Auditors to weigh-in on this session. Among those of greatest interest / concern that are still alive include ESB 5856, strongly supported by Auditors for enabling greater administrative efficiency in addressing voter challenges; ESHB 1932, strong opposed by Auditors and the Secretary of State as they do not believe it will achieve its intended policy goal of enhance voter participation and will also have a detrimental effect on ability for elections operations to maintain skilled staffing.

Treasurers pushed for the passage of HB 1637 or SB 6162, either of which would have fixed an unintentional repeal of an important provision in unclaimed property statute that restricts the percentage of “finders fee” charged by sometimes predatory agencies offering to assist in location of unclaimed property. Neither of these bills are still progressing.

Clerks and Prosecutors alike spent time providing ample education on the impacts on staff time and county resources on a number of resentencing bills. These bills ranged simply from changes in how a crime is scored moving forward all the way to recalculating existing offender scores for both juveniles and adults.

The Prosecutors and Sheriffs provided testimony on their concerns regarding HB1957, which would establish an independent prosecutor for law enforcement related uses of force. The bill brought up questions of erosion of prosecutorial discretion, as well as potential constitutional questions.

Additionally, the Sheriffs actively pursued legislation that would provide for the option of engaging in vehicular pursuits under a wider range of circumstances. There were a number of introductions to address this which stalled due to the legislature receiving a voter signature initiative aiming to achieve the same.

### **Supplemental Budget**

February 19 the Senate released its operating budget proposal. It adds roughly \$1.9 Billion in new spending to the biennial budget adopted last session, focusing on support for behavioral health and public schools. The budget also utilizes funds from the state’s new cap and invest program to invest in energy efficiency, reduce carbon pollution, provide assistance to help low-income families pay their utility bills, and prepare communities for climate impact. These funds are the target of a potential ballot initiative that would eliminate the program. Similarly, the Senate proposed Transportation budget utilizes \$261 million of Climate Commitment Act funds toward the state ferry system. It further invests \$150 million additional dollars into preservation of roads and bridges statewide. The House also released its budget on the 19<sup>th</sup>, prioritizing targeted equity investments; housing, human services and poverty reduction; and public and behavioral health. It also draws significantly on Climate Commitment Act funds to address climate impacts, wildfires and salmon habitat recovery.

## **Ballot Initiatives**

At the start of the session the Legislature had six ballot initiatives on which to decide whether to act upon (adopt or amend alternative) or send to the voters. Three of the six are being heard this week:

- Initiative 2111 – Prohibiting the state and smaller municipalities from imposing income tax;
- Initiative 2081 – Allows parents of students to review instructional materials and student records; and
- Initiative 2113 – Repeals current police pursuit laws and would allow officers to pursue based on reasonable suspicion.

The Legislature has decided not to act upon the remaining three which:

- Repeal the Climate Commitment Act;
- Repeal the capital gains tax; and
- Allow Washingtonians to opt-out of the state long-term care insurance program.

These three initiatives will therefore be on the November 5 ballot.

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



## MEMORANDUM



**DATE:** February 22, 2024

**TO:** WACO Board of Trustees

**FROM:** Linda Hjelle, WACO 2<sup>nd</sup> Vice-President, 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:

- Linda Hjelle, Chair, 2nd-Vice President, Snohomish County Assessor, 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
- PROSECUTOR POSSITION VACANT
- Kayla Meise, Adams County Treasurer

Annually the Education Committee plans for the provision of quality education opportunities that support WACO members and their offices. The Committee endeavors to make WACO a go-to entity for its members, partners, and citizens on county matters involving the memberships' roles and duties.

Each year the Committee selects training topics for the membership. Educational trainings and programs include tools for being a county official that advance WACO

members' skills, knowledge, and available resources as well as collective wisdom on county government operations.

The Committee utilizes responses from the Annual Survey, and other analytic methods to help move our discussions forward. As of writing of this report the Annual Survey has been in circulation and the Committee will have training suggestions prior to our July meeting where I will provide a report on further 2024/2025 education opportunities.

The following trainings (among other affiliate requested trainings) were held in 2023:

- Uniform Unclaimed Property Act presented by Linda Brown, Department of Revenue Unclaimed Property Auditor
- Effective Delegation presented by Don Read
- Managing Stress, Time & Energy for Leaders presented by Jessie Cronin, DES Leadership Development Manager
- Electronic Records Best Practices presented by Rachel Wilson, Washington State Archives
- Basic Accounting and Budget Management presented by Acting Thurston County Manager Robin Campbell
- Legal Representation for County Officials presented by San Juan County Prosecutor Greg Banks

Additionally, the Committee selected the following trainings for the 2023 conference:

- Funding for Staff – How to move from a wage study to creating pay scale, and how to avoid legislative overreach – Presented by Alex Sheets.
- 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 Peter Lavalley, Executive Director of the Public Disclosure Commission.
- Working with Commissioners – A Panel discussion with Stacie Prada, Jefferson County Treasurer; Peter Van Nortwick, Clark County Assessor; and Rob Gelder former Kitsap Commissioner, Thurston County Deputy County Manager

Trainings sessions are recorded for members to reference and view past the training date. WACO now hosts a robust library of training videos online for members and their staff to reference at their convenience.

**RECOMMENDED ACTION:** Information Only

## MEMORANDUM

**DATE:** February 27, 2024  
**TO:** WACO Board of Trustees  
**FROM:** Lisa Frazier, WACO Personnel Committee Chair  
**SUBJECT:** PERSONNEL COMMITTEE REPORT



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**BACKGROUND INFORMATION:** The responsibilities of the Personnel Committee, according to WACO policy, are:

*iii) In addition to other duties tasked by the President or Board of Trustees, the Personnel Committee is charged with the following duties: (1) Annually review and provide feedback to the Executive Director on amendments to job descriptions; (2) Bi-annually review salary and benefit ranges for each staff position and present any recommended changes to the President and Executive Director prior to the annual Budget Committee meeting; (3) Review the WACO Personnel Policy and present any recommendations for modifications to the Board of Trustees. Present recommended personnel salary/benefits to Board at March meeting.*

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 Adam Kick, Skamania County Prosecutor, WACO President

The committee met on 1/22 to consider staff information and recommendations related to the committee's charges.

***(1) Annually review and provide feedback to the Executive Director on amendments to job descriptions.***

WACO staff job descriptions were last amended as follows:

- Deputy Director – October 2019
- Member Services Manager – December 2019
- Finance and Administration Manager – July 2020
- Executive Director – October 2019

The WACO Executive Director and staff made no recommendations for changes to these position descriptions at this time. The Personnel Committee accepted these recommendations.

***(2) Bi-annually review salary and benefit ranges for each staff position and present any recommended changes to the President and Executive Director prior to the annual Budget Committee meeting.***

### **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 will be released May 15<sup>th</sup>. The Personnel Committee will meet on May 15<sup>th</sup> to decide on a recommendation to the budget committee for their meeting on May 17<sup>th</sup>.

### **Salary and Benefit Ranges –**

Last year the Personnel Committee reviewed salary ranges and took into consideration an external wage study WACO had conducted in 2019. As a result, the Executive Director and Deputy Director positions were increased to better match market value. This year the Personnel Committee asked the Executive Director to identify comparable positions for the committee to examine the Finance and Administration Manager and Member Services Manager positions. The Executive Director worked with staff to identify five comparable positions for the Finance and Administration Manager position and six for the Member Services Manager position. The committee considered the scope of these position responsibilities, qualifications, and salary range against the WACO positions. The Executive Director and Personnel Committee find WACO salaries and benefits for these positions highly competitive with the comparable positions. Given the WACO salary step increments of 4.5% and potential for annual cost of living increases, the Executive Director and Personnel Committee are not recommending changes to the salary ranges of these positions at this time.

***(3) Review the WACO Personnel Policy and present any recommendations for modifications to the Board of Trustees.***

The WACO Executive Director had no Personnel Policy changes for the Personnel Committee to consider. The Personnel Committee also has no further suggested changes. The WACO Board will have an opportunity to review the entire policy manual at the March 2024 meeting.

**RECOMMENDED ACTION:** The Board to consider the recommendations of the Personnel Committee and may make a motion related to them.



Current Salary as of January 1, 2023 includes 6% COLA Increase														
Position	Current Minimum	Current Maximum	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7		Min	Max	4.5 Between Steps	
Executive Director	\$ 117,720.00	\$ 153,300.00	\$ 9,810.00	\$ 10,251.00	\$ 10,712.00	\$ 11,194.00	\$ 11,698.00	\$ 12,224.00	\$ 12,775.00		\$ 117,720.00	\$ 153,300.00	(Top Step) Anniversary is August	
Deputy Director	\$ 97,956.00	\$ 127,572.00	\$ 8,163.00	\$ 8,531.00	\$ 8,915.00	\$ 9,316.00	\$ 9,735.00	\$ 10,173.00	\$ 10,631.00		\$ 97,956.00	\$ 127,572.00	Moves to Step 7 in November	
Finance/Admin Manager	\$ 66,216.00	\$ 86,232.00	\$ 5,518.00	\$ 5,766.00	\$ 6,026.00	\$ 6,297.00	\$ 6,580.00	\$ 6,876.00	\$ 7,186.00		\$ 66,216.00	\$ 86,232.00	Moves to Step 3 in April	
Member Services Manager	\$ 66,216.00	\$ 86,232.00	\$ 5,518.00	\$ 5,766.00	\$ 6,026.00	\$ 6,297.00	\$ 6,580.00	\$ 6,876.00	\$ 7,186.00		\$ 66,216.00	\$ 86,232.00	Moves to Step 3 in March	
Original 2019 Market Comparison Report to 2023 Salaries														
	Minimum Market	Mid Market	Max Market	2023 Salary	Diff Mid Marl	Diff Max Market								
Executive Director	\$ 114,558.00	\$ 143,197.00	\$ 171,836.00	\$ 153,300.00	\$ 10,103.00	\$ (18,536.00)								
Deputy Director	\$ 94,853.00	\$ 118,566.00	\$ 142,279.00	\$ 122,992.00	\$ 4,426.00	\$ (19,287.00)								
Finance/Admin Manager	\$ 54,319.20	\$ 67,899.00	\$ 81,478.80	\$ 71,532.00	\$ 3,633.00	\$ (9,946.80)								
Member Services Manager	\$ 54,319.20	\$ 67,899.00	\$ 81,478.80	\$ 71,792.00	\$ 3,893.00	\$ (9,686.80)								
2019 Market Comparison Report * adjusted by 10% to 2023 Salaries														
	Minimum Market	Mid Market	Max Market	2023 Salary	Diff Mid Marl	Diff Max Market								
Executive Director	\$ 126,014.00	\$ 157,517.00	\$ 189,020.00	\$ 153,300.00	\$ (4,217.00)	\$ (35,720.00)								
Deputy Director	\$ 104,338.00	\$ 130,423.00	\$ 156,507.00	\$ 122,992.00	\$ (7,431.00)	\$ (33,515.00)								
Finance/Admin Manager	\$ 59,751.00	\$ 74,689.00	\$ 89,627.00	\$ 71,532.00	\$ (3,157.00)	\$ (18,095.00)								
Member Services Manager	\$ 59,751.00	\$ 74,689.00	\$ 89,627.00	\$ 71,792.00	\$ (2,897.00)	\$ (17,835.00)								
	*67% of Max Mark	*83% of Max Market												
ADJUSTED TO MEET PARITY WITH FINANCE/MEMBERSERVICES MANAGERS														
Executive Director	\$ 117,720.00	\$ 153,000.00	\$ 11,471.00	\$ 12,012.00	\$ 12,578.30	\$ 13,171.00	\$ 13,792.00	\$ 14,442.00	\$ 15,122.00		\$ 137,652.00	\$ 181,464.00	(Top Step)	
	62% of Max Marke	*81% Max Market							\$ 2,347.00		73% of Max Market	96% of Max Market		
Deputy Director	\$ 97,956.00	\$ 127,572.00	\$ 9,498.00	\$ 9,946.00	\$ 10,415.00	\$ 10,906.00	\$ 11,420.00	\$ 11,958.00	\$ 12,521.00		\$ 113,976.00	\$ 150,252.00	Moves to Step 7 in November	
	63% Max Market	82% of Max Market						\$ 1,785.00	\$ 1,890.00		73% of Max Market	96% of Max Market		
Finance/Admin Manager	\$ 66,216.00	\$ 86,232.00	\$ 5,518.00	\$ 5,766.00	\$ 6,026.00	\$ 6,297.00	\$ 6,580.00	\$ 6,876.00	\$ 7,186.00		*no change			
	74% of Max Market	96% of Max Market												
Member Services Manage	\$ 66,216.00	\$ 86,232.00	\$ 5,518.00	\$ 5,766.00	\$ 6,026.00	\$ 6,297.00	\$ 6,580.00	\$ 6,876.00	\$ 7,186.00		*no change			



## MEMORANDUM



**DATE:** February 27, 2024

**TO:** WACO Board of Trustees

**FROM:** Adam Kick, Skamania County Prosecuting Attorney, WACO President

**SUBJECT:** CONFERENCE COMMITTEE 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:

- Adam Kick, President, Skamania County Prosecuting Attorney
- Jeff Gadman, Immediate Past-President, Thurston County Treasurer
- Marianne Nichols Pend Oreille County Auditor

In February the Committee successfully completed its first meeting of 2024 and discussed vendors and sponsors, food/beverage budget, entertainment, and the potential of adding additional vendor-presented trainings.

### NOTES

- Theme selected: **Building Trust Together**
- Hospitality: Karaoke, Cornhole Tournament, Guided Painting, Jam Room
- Monday Pre-Conference Events: Axe Throwing, Mini Golf, Food/Drink Tours
- WACO will not be providing drink tickets in 2024 due to budget constraints.

**CURRENT STATS:**

- **Exhibitors** – 23; Revenue: \$23,825
- **Sponsors** – 13; Revenue: \$17,250
- **In-Kind Sponsors** – 3; Prodigy Arrow (*AV Discount*); Visit Spokane (*Bags & Swag*); GSJJ (*Custom Pins*)

**RECOMMENDED ACTION:** The following recommendations will keep the Committee and WACO aligned with procedure policies listed in the WACO Policy Guide:

- Monthly meetings to discuss progress in securing sponsorships, vendors, entertainment, and other decisions pertinent to the committee.
- Decision on graphic branding in March committee meeting to ensure that “Save the Date” goes out in a timely manner.



## MEMORANDUM



**DATE:** February 15, 2024

**TO:** WACO Board of Trustees

**FROM:** Paul D Budrow, Okanogan County Sheriff  
WACO Secretary/Treasurer, Audit Committee Chair

**SUBJECT:** AUDIT COMMITTEE REPORT

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**Members Present:** Jackie Brunson, Skagit County Treasurer  
Heidi Hunt, Adams County Auditor

**Member not Present:** Paul Budrow, Okanogan County Sheriff– Sheriff  
Budrow did contact the committee and indicated that he had reviewed the reports and had no questions or concerns.

**Additional Attendees:** Tiffin Moreno of WACO

### BACKGROUND AND SUMMARY:

The WACO Audit Committee discussed the reviewed reports from December 2023 and January 2024 via zoom with Tiffin Moreno in the Committee's quarterly meeting. Reports included the following:

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

Discussions included a question from Jackie about how there was a negative \$20,415 in the Members Assessments revenue line on the December Statement of Revenues and Expenditures. Tiffin explained to the committee that is because of how MIP is set up regarding the money given to WAPA each month. The assessments WACO receives go in the Members Assessments revenue line item and then when the money is given each month to WAPA that money is taken out of that same line item. Since there was

not any revenue from member assessments in December of 2023 when the money was given to WAPA, it resulted in a negative revenue for the month.

Jackie also wanted to make sure that this audit committee report included that WACO stayed within budget for the 2023 year. This information is included in the December 2023 financials that will be included in the board packet as well as on WACO's 2023 Annual Report.

**RECOMMENDED ACTION:** Information only, no action is necessary.

**MEMORANDUM**

**DATE:** February 27, 2024

**TO:** WACO Board of Trustees

**FROM:** Jennifer Wallace, Executive Director  
Tiffin Moreno, Finance and Administration Manager

**SUBJECT:** OUTCOMES OF WACO AUDIT BY STATE AUDITOR'S OFFICE

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**BACKGROUND:**

WACO is subject to accountability audits by the Washington State Auditor's Office (SAO) every three years. The audit period of the most recent audit just completed was January 1, 2020 through December 31, 2022. The audit focuses on those areas that represent the highest risk of fraud, loss, abuse or noncompliance and vary from audit to audit. The audit concluded that in those areas selected, "Association operations complied, in all material respects, with applicable state laws, regulations and its own policies, and provided adequate controls over safeguarding of public resources." The audit report is attached.

Aside from the official audit report, the SAO routinely provides "exit recommendations" for management's consideration. SAO offered three exit recommendations, also attached. Below are plans for response to these recommendations.

**Unallowable Expenditures**

The unallowable expenditures referenced by the SAO is alcohol purchased for consumption at the WACO conference. This is based on the perspective that WACO funds are public funds. Attached is a longer email exchange we had with the SAO's office, as there are points of agreement and disagreement about their recommendation.

Where we agree –

During the audit period, alcohol was purchased at Costco for the WACO hospitality room by staff who used their personal credit card and submitted for reimbursement because Costco does not accept the WACO credit card as it is a Mastercard. We agree that in the future purchase of alcohol should not be made by individual staff members with their own credit cards and this is completely avoidable.

Where we disagree –

SAO office stance is that purchase of alcohol under any circumstance, even when there is clear documentation of intended reimbursement to the association by an outside entity (e.g. conference vendor/sponsor). They cite a 1987 Office of the Attorney General memorandum on public expenditures for food and beverage as standard guidance on this subject. We find the memo fails to support their stance and in fact concludes that:

*“I have not discussed in this memorandum any “line drawing” relating to the nature of the food and beverages to be provided. For instance, there is a traditional rule that alcoholic beverages are not a proper object of public expenditures. Local bodies may choose to adopt the same policy, although I cannot discover any general state authority or public policy provision which would legally dictate such a distinction. In some communities, coffee might be viewed as questionable purchase, while there are groups which object to the consumption of meat, sugar, or other specified types of food. As of the date of this memorandum, I can find no general statewide consensus on any of these points, so I think it had best be left to local bodies to decide what policies they might have in this area and legal principles must be combined with a sense of history, a sense of policy and common sense.”*

MRSC references this memorandum as guidance because it poses four questions for consideration of food or beverage expenditures:

1. Who consumed this food and drink?
2. What was the nature of the occasion for the consumption?
3. What public purpose or policy objective was served?
4. Was the consumption of food and beverages an appropriate way to carry out the legal or policy objective in question?
5. Was the expenditure of public funds for the food and beverages in question somehow inconsistent with some constitutional or statutory provision or public policy?

The memo further suggests those auditing food and beverage expenditures consider whether these have been addressed.

#### Next steps:

Under Tab E are proposed changes to the WACO Policy Manual which will be discussed by the Board at the March meeting. Included in these proposed changes in policy related to conference expenses to be reimbursed by external entities that we believe is consistent with AG and MRSC guidance for Board discussion.

#### **EFT Policies and Procedures**

The SAO stated that WACO lacks EFT policy. While this is incorrect, we do find merit in amendments to better include the required elements in the SAO’s Budgeting, Accounting and Reporting System (BARS) Manual. These amendments are also contained under Tab E and will be discussed at the March meeting.



**Retroactive Pay**

The Board has on two occasions made pay increases to WACO staff retroactive, which the SAO finds unconstitutional. The first was in March 2020 as a result of an external compensation study review and personnel committee recommendation for the Deputy Director position. The second was a COLA increase for all staff adopted in March 2022 and made retroactive to January 2022. The SAO finds that retroactive pay is only acceptable when employees already have reasonable expectations of receiving it. They did not find that to be the case with either of these instances.

**Next Steps:**

Among potential amendments to the WACO policy manual is an addition to personnel policy for Board consideration that expressly prohibits retroactive pay.

**RECOMMENDED ACTIONS:** Board receive presentation, ask questions, and discuss potential next steps.



## MEMORANDUM

**DATE:** February 22, 2024

**TO:** WACO Board of Trustees

**FROM:** Jennifer Wallace, Executive Director

**SUBJECT:** Annual Review and Proposed Amendments to WACO Policy Manual



### BACKGROUND INFORMATION:

WACO Bylaws specify that the Board of Trustees shall “have general governance over the affairs of the Association and may formulate such policies as it determines necessary”.

Based on Board, committee and staff work, staff has drafted amendments to a number of policies in the WACO policy manual for review and potential action at the March Board meeting. The chart below describes these changes and the rationale for the amendments. The full policy manual with these proposed amendments is attached.

Policy	Proposed Amendment	Rationale
Legal Brief	Adds Board authorization for lending WACO signature to an existing amicus brief.	Current policy only addresses participation in an amicus brief, not lending support for existing one.
Legal Brief	Changes requirement that Legal Committee consult with a committee of experts to “may”	This is not always possible given time constraints.
Finance and Internal Control	Align Electronic Fund Transfer policy with State Auditor BARS manual requirements	Exit recommendation from audit by state auditor’s office

Travel and Reimbursement	Specify that WACO contractors are held to same travel-related reimbursement restrictions as WACO staff and Board members	Avoid unnecessary cost; improve contracting practices
Personnel	Prohibit retroactive pay to WACO employees	Exit recommendation from audit by state auditor's office
Annual Conference	Specify that WACO conference may only provide alcohol when the cost of which is covered by a non-public entity	Exit recommendation from audit by state auditor's office

Also for the March meeting, the Board will review and have an opportunity to propose additional changes to the Policy Manual. Because of the volume of the policy manual, we have broken the Board membership into groups and are asking each group to review their assigned policies prior to the Board meeting. At the meeting we will break up into these groups for discussion. Groups will then report back to the full Board. Questions each group may consider include, but are not limited to:

1. In reviewing the policy, do you find areas that need:
  - a. Clarification?
  - b. Updating to reflect changes in law or best practice?
2. Are there additions to the policy, or new, related policy needed and if so, what would the focus be?
3. Are there entirely new areas of policy needed that would provide necessary Board / organization continuity where it is currently lacking?

In addition to proposed amendments, staff needs to update the dates listed for each policy and at the end of the document, indicating when last amendments occurred. The policy manual is currently outdated in that regard. This work will be completed subsequent to the March meeting.

<b>Group 1</b> Stacie Prada Mike Lonergan Linda Hjelle Paul Budrow	CODE OF ETHICS CONFLICT OF INTEREST BOARD OF TRUSTEES MEETINGS ALTERNATE VOTING MEANS COMMITTEES APPOINTMENTS TO EXTERNAL BOARDS AND COMMISSIONS LEGAL BRIEF LEGAL ADVICE / GENERAL COUNSEL RECORDS RETENTION
<b>Group 2</b> Adam Kick Leslie Valz Falon Hoven Tom Konis	STRATEGIC PLAN LEGISLATIVE ACTION PLAN EDUCATION ACTION PLAN FINANCIAL AND INTERNAL CONTROLS ANNUAL BUDGET OPERATING RESERVES
<b>Group 3</b> Amy Cziske Jon Tunheim Lisa Frazier John Wilson	DESIGNATED FUNDS COUNTY REIMBURSEMENT WAPA PASS-THROUGH AGREEMENT WASHINGTON COUNTIES BUILDING GIFTS FOR MEMBERS LEAVING OFFICE TRAVEL AND REIMBURSEMENTS ASSET MANAGEMENT PERSONNEL
<b>Group 4</b> Scott Tinney Thad Duvall Carolyn Fundingsland	SALARY SCALE TELEWORKING /REMOTE WORKPLACE POLICY WHISTLEBLOWER COMPUTER USE SOCIAL MEDIA . ANNUAL CONFERENCE WACO SCHOLARSHIP PROGRAM

RECOMMENDED ACTION: Review, discuss and make recommendations on WACO policy manual.



Washington Association  
of **COUNTY OFFICIALS**

# POLICIES AND STANDARD OPERATING PROCEDURES

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03/XX/2024

Jennifer Wallace

WWW.COUNTYOFFICIALS.ORG | 206 10TH AVE SE | OLYMPIA WA 98501 | 360.753.7319

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# **CONSTITUTION AND BYLAWS** **of the WASHINGTON STATE ASSOCIATION of COUNTY OFFICIALS**

206 10<sup>th</sup> Avenue SE Olympia, Washington 98501  
Originally adopted in King County on November 17, 1959.  
Current as amended October 2, 2019, in Pierce County.

## **ARTICLE I – Name and Purpose**

**Section 1.1.** The operating name of this organization shall be the Washington Association of County Officials (WACO), herein referred to as “the Association.” The legal corporate name of this Association is the Washington State Association of County Officials.

**Section 1.2.** The purpose of the Association is to support, as described in Article II of the Articles of Incorporation, each county official as he/she executes the constitutional and statutory duties and responsibilities of his/her office. The Board of Trustees shall be responsible for establishing a strategic plan to further identify the Association’s support of county officials. The Board of Trustees shall be responsible for updating the strategic plan, as necessary.

## **ARTICLE II – Membership**

**Section 2.1.** The membership of the Association shall consist of the following county elected and/or appointed officials:

Assessor,  
Auditor,  
Clerk,  
Coroner/Medical Examiner,  
Prosecuting Attorney,  
Sheriff, and  
Treasurer

The Board of Trustees shall be responsible for establishing criteria to maintain membership in good standing.

**Section 2.2.** In the event that a county shall have officials with similar responsibilities but with other titles or designations than those listed in [Section 2.1](#) of this Article, then those officers, whether elected or appointed, shall be members in the Association.



**Section 2.3.** In case of any question of eligibility for membership or question of good standing, the Board of Trustees shall have the authority to determine the eligibility or standing.

### **ARTICLE III – Government**

**Section 3.1.** The governing authority of the Association shall be vested in the membership thereof, except as otherwise provided herein.

**Section 3.2.** The control and management of the property, finances, and general supervision of all of the affairs of the Association shall be under the supervision of the Board of Trustees answerable to the membership. The Board of Trustees shall be comprised of:

- (a) President,
- (b) Vice-President,  
I Second Vice-President,
- (d) Secretary-Treasurer,  
I Trustees, one for each affiliate group identified in Article IV, [Section 4.2](#) of these Bylaws,
- (f) Trustees-At-Large, one for each county category defined in Article IV, [Section 4.1](#) of these Bylaws, and
- (g) the two most recent Past Presidents.

**Section 3.3.** No loans shall be made by the corporation to any Trustee or Officer.

### **ARTICLE IV – Terms of Office**

**Section 4.1.** Six Trustees-at-Large shall be elected from each county category listed below:

- (a) I – Counties with population above 1,000,000;
- (b) II – Counties with population 500,001 through 1,000,000;
- I III – Counties with population 100,001 through 500,000;
- (d) IV – Counties with population 50,001 through 100,000;
- I V – Counties with population 20,000 through 50,000;
- (f) VI – Counties with population less than 20,000.

Each county's designation to a county category is determined by the most recent population estimate by the state Office of Financial Management.

The terms of office for the six Trustees-at-large shall be for two years and start on the date of their election to the Board of Trustees and continue until their successors have been elected or appointed. Trustees-at-Large representing counties in categories II, IV,

and VI shall be elected in odd numbered years; Trustees-at-Large representing counties in categories I, III, and V shall be elected in even numbered years.

**Section 4.2. Trustees.** The Association recognizes the following affiliate groups:

- (a) The Washington State Association of County Assessors;
- (b) The Washington State Association of County Auditors;
- I The Washington State Association of County Clerks;
- (d) The Washington Association of Coroners and Medical Examiners;
- I The Washington Association of Prosecuting Attorneys;
- (f) The Washington State Sheriffs' Association; and
- (g) The Washington State Association of County Treasurers.

The Trustees selected to represent these affiliate groups will be elected or appointed in a manner determined by each respective affiliate group.

**Section 4.3. Executive Officers.**

The Executive Officers shall be:

- (a) President;
- (b) Vice President;
- I 2<sup>nd</sup> Vice-President;
- (d) Secretary/Treasurer; and
- I Immediate Past President.

The terms of office for the Executive Officers shall be for one year, starting on the date of the election of those officers and continuing until their successors have been elected or appointed.

All Executive Officers, Trustees-at-Large and Trustees will serve without compensation except for reimbursement of costs and travel expenses awarded pursuant Article VII, Section [7.2](#).

**Section 4.4. Delegation.** If any Executive Officer is absent or unable to act and no other person is authorized to act in such Officer's place by the provisions of these Bylaws, the Board of Trustees may from time-to-time delegate the powers or duties of such Officer to any other officer, Board member, or any other person it may select.

**Section 4.5. Removal.** The Executive Officers and Trustees-At-Large may be removed at any time, with cause, by the affirmative vote of two-thirds (2/3) of the Board of Trustees. Affiliate Trustees are subject to removal by action of their respective affiliate organization in accordance with the rules of that organization.

**Section 4.6.** Vacancies. Vacancies for Trustees-At-Large and Executive Officers shall be filled by the Board of Trustees for the remainder of the term, except as otherwise provided herein. An appointment to fill a vacancy shall occur within 120 days from the position becoming vacant.

## **Article V – Duties of the Executive Officers**

**Section 5.1.** The President shall:

- (a) Preside at all meetings of the Association;
- (b) Call special meetings of the Board of Trustees as needed;
- I Appoint and remove all standing and special committee members and name the chair thereof, except as otherwise provided herein;
- (d) Appoint and remove members of the Association to represent the Association on boards, commissions, committees, etc. convened outside the Association;
- I Preside at meetings of the Board of Trustees;
- (f) Be an ex-officio member of all standing committees and special committees which he or she appoints, except for the Audit Committee as specified in [Section 8.1](#); and,
- (g) Only cast a ballot to break a tie vote within the Association, Board or Committee.

**Section 5.2.** The Vice President shall:

- (a) Perform the duties of the President in the absence of the President;
- (b) Automatically become President in the event of a vacancy in the office of President, unless the Board of Trustees, with the consent of the Vice President and the Immediate Past President, chooses to have the Immediate Past President fill the vacancy; and
- I Serve as co-chair of the WACO Legislative Committee.

**Section 5.3.** The 2<sup>nd</sup> Vice President shall:

- (a) Perform the duties of the Vice President in the absence of the Vice President;
- (b) Automatically become Vice President in the event of a vacancy in the office of Vice President, and
- I In the event of vacancies in the offices of both the President and Vice President, shall automatically become the President.
- (d) Compose with the assistance of the other executive officers, the annual performance evaluation of the Executive Director.
- I Chair the Education Committee.

**Section 5.4.** The Secretary-Treasurer shall:

- (a) Review for approval the minutes of the annual meeting and special meetings of the Association;

- (b) Review for approval the minutes of all meetings of the Board of Trustees; and
- I Review for approval a record of the finances of the Association from the certification by the Executive Director, as provided in Article VI, Section [6.1](#), Subsection I;
- (d) Chair the Audit Committee;
- I Automatically become 2<sup>nd</sup> Vice President in the event of a vacancy in the office of 2<sup>nd</sup> Vice President; and
- (f) In the event of vacancies in the offices of the President, Vice President, and 2<sup>nd</sup> Vice President, shall automatically become the President.

**Section 5.5.** The Immediate Past-President shall:

- (a) Chair the Legal Committee

## **ARTICLE VI – Board of Trustees**

**Section 6.1.**

- (a) The Board of Trustees shall establish guidelines for regularly scheduled meetings of the Board;
- (b) Special meetings of the Board of Trustees may be held at any time upon the call of the President, or upon the request of a majority of the Board of Trustees; and
- (c) The attendance of 10 members of the Board of Trustees constitutes a quorum.

All members of the Board of Trustees shall have the powers to vote in the Board of Trustees meetings except for the President, who shall vote only to break a tie.

**Section 6.2.** The Board of Trustees shall:

- (a) Have general governance over the affairs of the Association and may formulate such policies as it determines necessary;
- (b) Appoint or terminate at any time, with or without cause, the Executive Director. The Board shall maintain a job description for the position of Executive Director;
- I Have the power to do any and all things necessary to accomplish the purposes of the Association;
- (d) Adopt an annual budget for the Association;
- I Establish a Strategic Plan as specified in Article 1; and
- (f) Approve any litigation or amicus brief.

The membership may overturn any Board of Trustees' decision at any special meeting or annual meeting with a majority vote where a quorum is present at such meeting.

**Section 6.3.** The Executive Director shall:

- (a) Act as secretary of the Board of Trustees, the Legislative Committee, and such other committees as the Board of Trustees may determine;
- (b) Represent the Association before any federal or state legislative body, or other body or hearing upon the direction of the Board of Trustees;
- (c) Prepare, or cause to be prepared, data and reports as required;
- (d) Have sole responsibility for direction and supervision over the office and employees of the Association, and shall have the power to hire, discipline, evaluate, and dismiss personnel at any time, with or without cause, consistent with any personnel policy adopted by the Board;
- (e) Take other actions which are necessary to the successful execution of his or her duties herein; and
- (f) Perform duties as assigned by the Board for the smooth operation of the Association.

## **ARTICLE VII – Finances**

**Section 7.1.** The Board of Trustees shall establish a financial policy to ensure that all financial operations are conducted in an accurate, accountable, transparent, and efficient manner. The funds of the Association shall be handled as follows:

- (a) No financial obligation outside of the adopted budget may be incurred for the Association without the approval of the Board of Trustees; and
- (b) Not later than the fifteenth day of each month, the Executive Director shall make available to the Secretary-Treasurer a complete list of deposits and disbursements of the preceding month, and a duplicate copy of the preceding monthly bank statement.

**Section 7.2.** The Board of Trustees and any member of the Association, while attending any authorized meeting other than the annual meeting of the Association membership, are eligible to be reimbursed for travel expenses, which may include lodging, meals, or other costs, consistent with a policy established by the Board of Trustees.

**Section 7.3.** The Board of Trustees shall establish a formula to apportion the costs of reimbursement to the Association for professional services rendered to counties, and adopt an amount to be collected from counties in the annual Association budget. The Association shall prepare an invoice and submit the request for reimbursement to each county consistent with the adopted budget and the approved apportioned formula. Nothing in this section shall be interpreted to prohibit the Association from generating revenues in addition to reimbursements for professional services from counties.

**Section 7.4.** The fiscal year of the Association shall start January 1 and end December 31 of each year.

## **ARTICLE VIII – Committees**

### **Section 8.1. Member Selection**

It shall be the duty of the President to make appointments of all committees deemed necessary, and to name the chair or co-chair thereof. The President shall be an ex officio member of all committees, except for the Audit Committee. The Board may adopt a policy or policies describing the specific duties and responsibilities of the standing or special committees as required.

### **Section 8.2. Terms**

Duration of appointments to all committees shall extend past the appointing Presidents term up to the first quarterly association meeting following the annual meeting of the association.

### **Section 8.3. Committee Types**

Standing committees shall be as follows:

- (a) Audit Committee
- (b) Budget Committee
- (c) Education Committee
- (d) Legal Committee
- (e) Legislative Committee
- (f) Nominating Committee
- (g) Personnel Committee

Special Committees: The President, at their pleasure, may create additional special committees.

## **ARTICLE IX – Elections**

**Section 9.1.** An election shall be held for President, Vice President, 2<sup>nd</sup> Vice President, Secretary-Treasurer and Trustees-at-Large at each annual meeting of the Association.

**Section 9.2.** The Nominating Committee shall establish written policies and procedures approved by the Board of Trustees addressing the solicitation, nomination, and election of Association officers and Trustees-at-Large and arrange in advance for the immediate installation of the duly elected officers and Trustees-at-Large whose terms are specified herein.

**Section 9.3.** Proxy voting is prohibited.

**Section 9.4.** Membership voting by alternative means. Whenever matters are to be voted on by the membership, the Board may authorize that the vote may be taken by mail or electronic means as allowed in [RCW 24.03.085](#).

## **ARTICLE X – Meetings of the Association Membership**

**Section 10.1.** The annual meeting of the Association shall be held each year at a time and location to be determined by the Association membership.

**Section 10.2.** Special meetings of the Association may be called:

- (a) by the President,
- (b) upon the request of a majority of the Board of Trustees, or
- (c) by a minimum of four affiliate groups; provided, that sufficient notice is given to the members of the Association.

Requests made under Section [10.2](#) (b) or (c) of this Article shall be made to the President and may be submitted in hard copy, electronic format or by any other means. Upon receipt of a request made under Section [10.2](#) (b) or (c) of this Article, the President must call a special meeting.

**Section 10.3.** During any annual or special meeting of the Association, those members attending shall constitute a quorum. If voting by alternate means is authorized under section [9.4](#), members voting by mail or electronic transmission are present for all purposes of quorum, count of votes, and percentages of total voting power present.

**Section 10.4.** The meetings and special meetings of the Board of Trustees and the annual meeting of the Association shall meet all the requirements set forth in the Open Public Meetings Act. The Board may establish such rules and procedures as it deems necessary for conduct of such meeting, supplemented as necessary by reference to Robert's Rules of Order.

**Section 10.5.** Annually there shall be four scheduled meetings of the Board of Trustees and one meeting of the Association membership.

**Section 10.6.** Meetings of the Board of Trustees. Unless otherwise deemed appropriate, and with proper notice, meetings of the Board of Trustees will be held at the WACO office, currently located at 206 10<sup>th</sup> Ave SE, Olympia, WA, except that one meeting shall be held at the location of, and in conjunction with, the annual meeting of the membership.

## **ARTICLE XI – Amendments**

**Section 11.1.** Any and all amendments to this Constitution and Bylaws must be approved by majority vote of the general membership of the Association in attendance



at any annual meeting or properly called special meeting; provided, however, that sufficient notice is given to the membership of the Association.

**Section 11.2.** The Board may adopt a policy describing the procedures for amending the Bylaws.

# **BYLAW AMENDMENT PROTOCOL**

## **AUTHORITY**

- The Washington Non-Profit Act ([RCW 24.03.070](#))
- [WACO Constitution and Bylaws](#), Article X section [10.4](#) and Article XI, sections [11.1](#) and [11.2](#)
- WACO Bylaw Amendment Protocol Policy adopted September 29, 2015, amended October 1, 2019

## **POLICY**

The Washington Association of County Officials shall adopt procedures to amend Bylaws in accordance with the WACO Bylaws.

## **PROCEDURE**

- 1) Amendment when a Bylaws Committee has been formed:
  - a) The WACO President may appoint an ad-hoc Bylaws committee consisting of WACO members. The committee serves at the pleasure of the President. The President may ask the committee to review the Bylaws and suggest amendments, draft proposed amendments, or offer recommendations on amendments proposed by WACO members.
  - b) When the WACO President has formed a Bylaws Committee, the committee may make such rules and procedures as it deems necessary to expeditiously complete the assigned tasks.
  - c) The Bylaws Committee may, but is not required to, seek additional input from the WACO membership on proposed or requested changes.
  - d) The Bylaws Committee is strongly encouraged to seek review from the WACO General Counsel prior to making its report. Counsel shall review for conflicts with other WACO governing documents and compliance with state and federal laws.
  - e) The Bylaws Committee Report
    - i) The Bylaws Committee should make its report to the Board of Trustees no later than 90 days prior to the Annual Meeting.
    - ii) The report shall state whether any amendment is suggested along with the reasoning for such recommendation and proposed language.
    - iii) If the Bylaws Committee received suggested amendments from the membership based on its request, the report shall include those requested amendments along with the committee's recommended action.
  - f) The Board of Trustees shall review the Bylaws Committee report and may submit the committee's recommended changes to the membership for a vote. Such submission to the membership may be made with or without amendment, in whole or in part, and with or without recommendation.
- 2) When a member requests a Bylaws change
  - a) A WACO member may submit a request to amend the WACO Bylaws:

- i) To the Board of Trustees;
  - ii) To the Bylaws Committee in response to a request for suggestions; or
  - iii) Directly to the membership.
- b) Submission requirements. A member's request to amend the Bylaws whether made to the Board, Committee, or membership should include at a minimum:
  - i) Requests must be made early enough to allow for notice to the membership as required by [RCW 24.03.080](#) (no more than 50 days, but no less than 10 days' notice prior to meeting).
  - ii) Requests must be in Writing.
  - iii) A short explanation of the requested change including:
    - (1) WHAT is the change intended to do;
    - (2) WHY is the change being requested;
    - (3) HOW will this change improve WACO
  - iv) Proposed language for the amendment.
- c) When a member submits a Bylaws change to the Board of Trustees, the Board of Trustees may:
  - i) Submit the proposal to the membership at the next Annual Meeting, with or without recommendation;
  - ii) Refer the request to a Bylaws Committee; or
  - iii) Return the proposal to the member who can submit the proposal directly to the membership.

Nothing in this section precludes discussion with the member about the intent, language, or necessity of the proposal.
- d) When a member submits a Bylaws change to the Bylaws Committee, the Bylaws Committee:
  - i) Shall include the member's proposal in its report to the Board of Trustees.
  - ii) The report may include the member's original proposal or an amended proposal with the agreement of the member.
  - iii) The Bylaws Committee may make such recommendations to the Board of Trustees as it deems appropriate.
  - iv) The Board of Trustees may submit the Bylaws Committee's recommended changes to the membership for a vote. Such submission to the membership – including any member submitted proposal – may be made with or without amendment, in whole or in part, and with or without recommendation.
- e) When a member submits a Bylaws change directly to the WACO membership for consideration at the Annual Meeting, or Special Meeting if called:
  - i) The member should prepare the submission in compliance with section 2.b. of the Bylaws Amendment Protocol.
  - ii) At the member's request, WACO staff will assist with:
    - (1) Drafting or review of the proposed amendment; and
    - (2) Providing required notice to the WACO membership.

- iii) The WACO Executive Director may decline to assist the member if the proposal is clearly vexatious or intended to harass or embarrass the organization or any member or to interfere with the orderly operations of WACO or the meeting. Such decision by the Executive Director may be appealed to the WACO Executive Officers.
- iv) The member is responsible for presenting their proposal to the membership at the Annual or Special Meeting unless other arrangements have been made with the WACO Executive Director.

## **CODE OF ETHICS**

### **AUTHORITY**

- WACO Code of Ethics adopted November 17, 1959, amended October 1, 2019

### **POLICY**

- 1) It is the duty of every county official to at all times serve the public in a courteous and respectful manner, and it is the official's responsibility to require a similar attitude by members of the staff.
- 2) The county official should administer the duties of the office so that the maximum of service is provided the people of the county, and the official should continually strive for improved business methods to the end that the public will be better served.
- 3) The county official should faithfully comply with the oath of office and should apply to everyone alike the laws pertaining to the office.
- 4) The county official should refrain from any act that might bring disrepute to the officeholder, the office, or county government.
- 5) The county official should serve without fear or favor and discharge the duties of the office without regard to partisan political considerations. Specifically, contributions to a political fund or service in a political campaign should not be required of any employee in the office.
- 6) The county official has a responsibility to cooperate fully with members of the Washington Association of County Officials and other local, state, and federal officials in those matters relating to official duties and the administration of public business.

## **CONFLICT OF INTEREST**

### **PURPOSE**

To protect the Washington Association of County Officials when contemplating entering into a transaction or arrangement that might benefit the private interest of any WACO officer, trustee, or employee or might result in a possible excess benefit transaction. This policy is intended to supplement and not replace any applicable state or federal law governing conflict of interest applicable to non-profit organizations.

### **AUTHORITY**

- WACO Conflict of Interest Policy was adopted October 1, 2013, amended October 1, 2019

### **POLICY**

- 1) In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be given the opportunity to disclose all material facts to the Board of Trustees and/or members of committees considering the proposed transaction or arrangement.
- 2) Interested Person is defined as any WACO officer, director, trustee, employee, or member of a committee with Board of Trustees delegated powers, where such person has a direct or indirect financial interest through business, investment, family by:
  - a) An ownership or investment interest in any entity with which WACO has a transaction or agreement;
  - b) A compensation arrangement with WACO or with any entity or individual with which WACO has a transaction or arrangement; or
  - c) A potential ownership which WACO is negotiating a transaction or agreement.
- 3) Compensation includes direct remuneration as well as gifts or favors.
- 4) A financial interest is not necessarily a conflict of interest.
- 5) After disclosure of the financial interest and all material facts, and any discussions with the interested person, the interested person shall leave the Board of Trustees or committee meeting while a determination of whether a conflict of interest exists is discussed, and if necessary, voted on. The remaining members of the Board of Trustees or committee shall determine whether a conflict of interest exists.

### **PROCEDURES**

- 1) Addressing the conflict of interest
  - a) An interested person may make a presentation regarding the potential conflict and material facts at the Board of Trustees or committee meeting, but after the presentation the interested person shall leave the meeting while a determination of whether a conflict of interest exists is discussed and, if necessary, voted on.

- b) The chairperson of the Board of Trustees or committee may appoint a designee to investigate the material facts on the potential conflict, or to investigate alternatives to the proposed transaction or agreement.
  - c) After exercising due diligence, the Board of Trustees or committee shall determine whether WACO can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.
  - d) If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the remaining members of the Board of Trustees or committee shall determine whether the transaction or arrangement is in WACO's best interest and whether it is fair and reasonable.
- 2) Restrictions on Voting
- a) A voting member of the Board of Trustees or a committee who receives compensation, directly or indirectly, from WACO for services is precluded from voting on matters related to that member's compensation.
  - b) A voting member of the Board of Trustees or a committee whose jurisdiction includes financial matters and who receives compensation, directly or indirectly, from WACO for services is precluded from voting on matters related to that member's compensation.
- 3) Violations of the Conflict of Interest Policy
- a) If the Board of Trustees or committee has reason to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for the belief and afford the member an opportunity to explain the alleged failure to disclose.
  - b) If, after hearing the member's response and a full investigation as is warranted by the circumstances, the Board of Trustees or committee determines the member has failed to disclose the actual or possible conflict of interest, it shall take appropriate corrective or disciplinary action.

## **BOARD OF TRUSTEES MEETINGS**

### **PURPOSE**

To provide scheduling, preparation, conduct and follow-up procedures for productive, transparent meetings of the WACO Board of Trustees meetings to conduct business of WACO.

### **AUTHORITY**

- [WACO Constitution and Bylaws](#) Article VI, Section [6.1](#); Article V, Section [5.4](#) and [5.4\(b\)](#); Article X, Section [10.5](#)
- Board Meeting Rates Policy & Board of Trustees Designees Policy adopted July 10, 2019, consolidated into Board of Trustees Meetings Policy October 1, 2019
- Board of Trustees Meetings adopted October 1, 2019, amended March 9, 2021, amended October 5, 2021

### **POLICY**

- 1) Board Meeting Rates
  - a) Prudent Judgement
    - i) The WACO Board of Trustees and staff are expected to exercise prudent judgement in incurring expenses related to official WACO business.  
Excessive or unnecessary expenses will not be approved.
  - b) Meal and Lodging Rates (See Travel and Reimbursement policy)
- 2) Attendance
  - a) Board Member Designees
    - i) A Board of Trustees affiliate representative member unable to attend a scheduled Board of Trustees meeting may have a designee assume their role at a Board of Trustees meeting.
      - (1) Prior to a Board of Trustees meeting that a designee will participate in, the appropriate affiliate president will notify the WACO President in writing with the name and title of the designee.
      - (2) The designee must be a current serving, elected or appointed, official of the same affiliate role as the member whose position on the Board they will assume for that meeting.
    - ii) Executive Officers and Trustees at Large are not permitted to utilize a designee.
- 3) Board Meeting Conduct
  - a) Agenda development procedures – Executive Director will work with WACO President to identify agenda items for forthcoming year and each meeting and bring them to the Executive Officers for discussion and approval
  - b) WACO Board meetings will comply with the provisions of Washington's Open Meetings Act – [RCW 42.30](#)



- c) WACO President will conduct Board meetings according to recognized parliamentary procedures.
- d) WACO Board members will be recognized by the Chair prior to speaking.
- e) Standing agenda items include:
  - i) Education, Legislative, and Audit Committee reports at each meeting and Personnel and Budget and ad hoc committee reports as appropriate or outlined within their duties as specified in WACO policy
  - ii) Executive Director report
  - iii) Updates from WACO Board member affiliate representatives and trustees-at-large
  - iv) Approval of agenda and minutes
- f) Staff Role – WACO staff role is to support informed participation of WACO Board members in their meetings. Staff will not engage in Board discussions but will be available to present information as requested and respond to questions posed them throughout the meetings.

## **PROCEDURE**

### Board of Trustees Meeting Timeline of Events

#### **Action**

#### **Timeline**

#### Preparation / Planning:

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Locations and dates for following year Board meetings approved by Board</li> </ul>       | During December Board meeting                   |
| <ul style="list-style-type: none"> <li>• Draft set of agenda items for each Board meeting identified and discussed</li> </ul>     | During December Board meeting                   |
| <ul style="list-style-type: none"> <li>• Contracts with Hotel Signed</li> </ul>   | 3-6 months prior to meeting dates               |
| <ul style="list-style-type: none"> <li>• Meeting Locations and Dates posted on WACO website</li> </ul>                            | December year prior                             |
| <ul style="list-style-type: none"> <li>• First Draft Agenda Items</li> </ul>  | for Executive Officers webinar 2-3 months prior |
| <ul style="list-style-type: none"> <li>• Proposed Final Agenda and Packet Materials (including presentation materials)</li> </ul> | 2 weeks prior                                   |

#### Post Meeting:

- |  |                       |
|--|-----------------------|
| <ul style="list-style-type: none"> <li>• Draft Minutes for Review by WACO Secretary/Treasurer</li> </ul> | 2 weeks after meeting |
|--|-----------------------|

## **PROCESS ANALYTICS**

- 1) Board member satisfaction survey
- 2) % of timeline target + dates are met

## ALTERNATE VOTING MEANS

### **PURPOSE**

To establish a policy and procedure for remote voting capabilities.

### **AUTHORITY**

- [RCW 24.03.085](#)
- [WACO Constitution and Bylaws](#) Article IX, Section [9.4](#)
- [Bylaws Amendment Protocol Policy](#) adopted September 29, 2015, amended October 1, 2019
- Alternate Voting Means Policy adopted March 7, 2018, amended October 1, 2019

### **POLICY**

- 1) General Provisions
  - a) WACO shall investigate, obtain, and maintain an online or electronic voting method to facilitate the elections authorized by this policy. Due consideration must be given to selecting a method which ensures anonymity to the greatest extent possible while minimizing the opportunity for duplicate or unauthorized voting.
  - b) Prior to using any Alternate Election Means for an authorized election, the proposed election process must be reviewed by and approved for use by the WACO Executive Officers.
  - c) In any election where Alternate Voting Means are authorized and used in conjunction with the annual meeting of the membership, WACO shall provide a voting station during the open period specified by the Nominating Committee Policy.
  - d) Proxy voting is prohibited: per Article IX Section [9.3](#) of WACO Constitution and Bylaws
  - e) Quorum: See Article X, Sec. [10.3](#) WACO Constitution and Bylaws.
- 2) Authorized Elections
  - a) Election of WACO officers and trustees-at-large.
  - b) Selection of WACO Legislative Priorities.
  - c) Voting on proposed Bylaws Amendments.
  - d) Any other action designated by the WACO Board or required by statute to be voted on by the WACO membership.

### **PROCEDURE**

- 1) Election of WACO Officers and Trustees-at-Large.
  - a) The Nominating Committee Policies and Procedures apply to election of officers and trustees-at-large unless in conflict with this policy in which case this policy shall apply.
  - b) Any election using Alternate Voting Means shall be open for a designated

- time period during the Annual WACO Conference.
- c) Notice of the election, along with a list of candidates and positions and voting instructions shall be emailed to the membership not less than 7 days prior to the opening of the election period.
  - d) Any floor nominations shall be added to the approved ballot as soon as reasonably possible.
- 2) Selection of WACO Legislative Priorities.
- a) Any election using Alternate Voting Means for selecting WACO Legislative Priorities shall be open for a designated time period during the Annual WACO Conference.
  - b) Notice of the election, along with a list of affiliate proposals (or a link to such information) and voting instructions shall be emailed to the membership not less than 7 days prior to the opening of the election period.
  - c) Any amendments or changes to the proposals shall be linked, added to, or noted on the approved ballot as soon as reasonably possible.
- 3) Voting on proposed Bylaws Amendments.
- a) Any election using Alternate Voting Means for voting on a proposed Bylaws amendment shall be open for a designated time period during the Annual WACO Conference.
  - b) Notice of the election, along with the proposed amendments and any additional information provided in compliance with the Bylaws Amendment Protocol (or a link to such information) and voting instructions shall be emailed to the membership not less than 7 days prior to the opening of the election period.
  - c) Any amendments or changes to the proposals shall be linked, added to, or noted on the approved ballot as soon as reasonably possible.
- 4) Any other action designated by the WACO Board or required by statute to be voted on by the WACO membership.
- a) Any election using Alternate Voting Means for voting on any other action under this provision shall be open for a designated time period as determined by the WACO Board.
  - b) Notice of the election, along with a statement of the action or proposal under consideration (or a link to such information) and voting instructions shall be emailed to the membership not less than 7 days prior to the opening of the election period.
  - c) Any amendments or changes to the action under consideration shall be added to or noted on the approved ballot as soon as reasonably possible.

## **COMMITTEES**

### **AUTHORITY**

- [WACO Constitution and Bylaws](#) Article IV, Section [4.1-4.3](#); Article VII Section [8.1](#), Article VIII; and Article IX, Section [9.1](#)
- Committees Policy adopted September 27, 2016, amended October 1, 2019, amended March 9, 2021, amended October 5, 2021, December 8, 2021
- Nomination Committee Policy, amended October 2, 2018, consolidated into Committees Policy, October 1, 2019

### **POLICY**

- 1) Unless specified by the Association's Bylaws, committees shall have no authority to make decisions on behalf of the Association. Committees are to develop recommendation(s) and report back to the President who shall submit the recommendation(s) to the Executive Director or Board of Trustees for consideration.
- 2) Each committee chair shall present a written update for each Board of Trustees meeting, and an annual summary of the committee's work to the membership at the annual meeting of the membership.
- 3) A majority of the respective membership of each committee constitutes a quorum for that committee. Unless otherwise specified, committee chairs shall be voting members of Association committees.
- 4) WACO Standing Committees:
  - a) Audit Committee
    - i) The Audit Committee shall consist of not less than three and not more than five members of the Association appointed by the President.
    - ii) In no case may current members of the Board of Trustees comprise a majority of the members of the Audit Committee.
    - iii) Except for the Secretary/Treasurer Executive Officers are not eligible to serve on the Audit Committee, including the President who shall not serve as an ex-officio member.
    - iv) The Secretary/Treasurer shall chair this committee.
    - v) In addition to other duties tasked by the President or Board of Trustees, the Audit Committee shall be charged with quarterly reviewing:
      - (1) the Association's financial condition;
      - (2) financial activities;
      - (3) financial controls;
      - (4) and complete its written conclusions and recommendation by the first day of June.
  - b) Budget Committee
    - i) The Budget Committee shall consist of the Executive Officers of the Association plus the two (2) most recent past presidents.

- ii) The President shall appoint one of the past presidents to serve as committee chair or co-chairs.
- iii) In addition to other duties tasked by the President or Board of Trustees, the Budget Committee is charged with the following duties:
  - (1) Prepare and distribute a preliminary budget for the Board of Trustees' review and consideration, not less than 30-days prior to the second quarter Board of Trustees meeting;
  - (2) Respond to recommendations for budget modifications during the fiscal year as needed; and
  - (3) Monitor the overall financial condition of the Association and make recommendations to the Board of Trustees on actions necessary for the long-term financial stability of the Association.
- c) **Education Committee**
  - i) The Education Committee shall consist of the education chair of each affiliate group.
  - ii) The 2<sup>nd</sup> Vice President shall chair this committee.
  - iii) In addition to other duties tasked by the President or Board of Trustees, the Education Committee is charged with the following duties:
    - (1) Facilitate the recommendation of WACO educational programs;
    - (2) Present recommendations to the Executive Director, prior to the annual Budget Committee meeting, a summary of the proposed education program(s) for the ensuing year;
    - (3) Assist the Executive Director with recommendations in the planning of the annual meeting.
    - (4) The Education Committee is responsible for facilitating the development of WACO education programs including planning education, meeting, and speaker events during the annual conference.
    - (5) The Education Committee is responsible for assisting in the planning of the annual business meeting.
- d) **Legal Committee**
  - i) The Legal Committee shall consist of the immediate past-President of the association and the WAPA affiliate representative or other prosecutor member.
  - ii) In addition to other duties tasked by the President or Board of Trustees, the Legal Committee is charged with the following duties:
    - (1) Oversee duties and procedures outlined in WACO's Legal Advice and Legal Brief policies
- e) **Legislative Committee**
  - i) The Legislative Committee Chair shall be the Association Vice President.
  - ii) Committee membership shall consist of the legislative chair of each affiliate group.

- iii) The President shall appoint a co-chair from among the membership of the Association to serve with the Vice President.
- iv) In addition to other duties tasked by the President or Board of Trustees, the Legislative Committee is charged with the following duties:
  - (1) Facilitate the Executive Director the development of the legislative proposals of the Association;
  - (2) Review legislation introduced affecting the Association, its membership, or the services provided by either;
  - (3) Coordinate the legislative activities of the affiliated groups to avoid conflicting differences between affiliate groups of the Association; and,
  - (4) Meet weekly during the legislative session and as needed during other times of the year. At a minimum, the committee will meet 30-days prior to session to establish a meeting schedule and review the committee's responsibilities and the Association's legislative package.
- f) **Nominating Committee**
  - i) The Nominating Committee shall consist of a representative from each affiliate group appointed by the respective affiliate president and a member of the Association selected by the President.
  - ii) The President shall appoint the chair from the committee members. The Nominating Committee is charged with following duties:
    - (1) Promote and facilitate the list of candidates from the Associations membership to fill run for election for seats on the Associations Board of Trustees and Executive Officers;
    - (2) Ensure that candidates are knowledgeable of the requirements of the position he or she is running for.
    - (3) Nominating Committee shall, at least biennially, review the Nominating Committee Policy adopted by the Board and make any recommendations to the Board.
- g) **Personnel Committee**
  - i) The Personnel Committee shall be composed of not less than five and not more than seven WACO members of the Association appointed by the President.
  - ii) The President shall appoint the chair of the committee from among the members of the Board of Trustees.
  - iii) In addition to other duties tasked by the President or Board of Trustees, the Personnel Committee is charged with the following duties:
    - (1) Annually review and provide feedback to the Executive Director on amendments to job descriptions;
    - (2) Bi-annually review salary and benefit ranges for each staff position and present any recommended changes to the President and Executive Director prior to the annual Budget Committee meeting;

- (3) Review the WACO Personnel Policy and present any recommendations for modifications to the Board of Trustees.
  - (4) Present recommended personnel salary/benefits to Board at March meeting.
- iv) The Personnel Committee shall have no authority over, nor shall it involve itself in, any personnel matters of the Association staff.
- h) Conference Committee
  - i) The Conference Committee shall be composed of the current and immediate-past WACO president and two additional WACO members.
  - ii) The committee will be responsible for providing advice and guidance to WACO staff on the WACO annual conference, with the exception of the education break-out sessions and keynote speakers, which will be identified by the Education Committee.
  - iii) The Conference Committee shall plan, in consultation with WACO staff non-education events including, but not limited to, entertainment, recognition events, and evening meals.
- i) Washington Counties Building Management Committee
  - i) Policy and Procedure will adhere as specified in WACO Washington Counties Building Policy
- j) Newly-Elected Officials Committee
  - i) The Newly-Elected Officials (NEO) Committee shall be composed of the current Affiliate Representatives on the WACO Board of Trustees.
  - ii) The committee will be responsible for providing advice and guidance to WACO staff on the conference held every four years and ongoing service provided to newly-elected officials.
  - iii) The committee will meet as need as determined by committee members and WACO staff.
- 5) Ad Hoc Committees
  - a) Travel Committee
    - i) The Travel Committee shall be composed of not less than three WACO members who have previously served as Trustees.
    - ii) The President shall appoint the chair from the committee members.
    - iii) In addition to other duties tasked by the President or the Board of Trustees, the Travel Committee, when deemed necessary and convened by the President, is charged with reviewing and recommending travel-related amendments to WACO travel policy.
  - b) Strategic Plan Committee
    - i) The Strategic Plan Committee shall be composed of:
      - (1) A WACO member representing each of the 7 affiliate roles;
      - (2) Three (3) WACO Executive Officers; and
      - (3) Two (2) WACO Members
    - ii) The President shall serve as or appoint the chair from the committee



members.

- iii) The committee will be responsible for carrying out the duties and procedures specified in WACO Strategic Plan Policy.

## **PROCEDURE**

### 1) General Procedures

- a) Committees are appointed by the President no later than November 1<sup>st</sup>

### 2) Nominating Committee Procedures

#### g) Positions and Timeline

- i) Association officers are established by the WACO Bylaws. Appointments to Officer or Trustee positions as the result of a mid-term election will be directed by the Executive Board. The Nominating Committee will hold an initial meeting not less than 60 days prior to the Annual meeting.
- ii) Nominations will be open for not less than 14 days.

#### h) Nominations and Candidates

- i) The Nominating Committee will establish written questions, which must be answered in writing by the candidate (*except floor nominations and current Board members*).
- ii) Candidates must submit a Nomination Letter of Intent to the Committee (*except floor nominations*) and, must address the questions as posed by the Committee. Historically there has been a progression through the positions; however, any WACO member may be nominated form or submit a Nomination Letter of intent for any position to the Nominating Committee.
- iii) Candidates must be willing to appear in person before the members or Nominating Committee, if so, requested by the nominating committee (*except floor nominations*).
- iv) Upon receipt of a nomination or Letter of Intent, the Nominating Committee will ensure that the candidate has applied for the correct category. If a question arises about a member's eligibility, it will be referred to the Board of Trustees as directed by the Bylaws.
- v) At the first business meeting of the annual conference, the Chair or a member of the Nominating Committee selected by the Chair, will call for nominations from the floor; nominations from the floor will be accepted at that time only. Floor nominees must be a qualified candidate.
- vi) To be considered, the addition of candidates as nomination(s) from the floor shall coincide with each individual position's call for nomination. Nominations from the floor shall require that the nominee give voice confirmation acceptance in person or by phone, or by signed correspondence.

#### i) Elections

- i) The contested election of Association officers and Trustees-at-large will be determined by members casting their vote.
- ii) Voting using a system provided by the Association. The means for voting



- must assure the integrity of voting, that each ballot that is cast is counted and that each member casts only one ballot.
- iii) Contested elections will include an opportunity for the candidates to address the membership at the Annual meeting.
  - iv) Voting will be open during the annual conference for a minimum of four hours.
  - v) Proxy Voting is prohibited.
  - vi) Ballots will be tallied by the Nominating Committee at 5:00 PM of the day of the WACO business meeting when candidates are announced.
  - vii) The candidate receiving the highest number of votes will be deemed the winner. In the event of a tie between two or more candidates, the winner will be determined by the rolling of a die and the highest number rolled.
  - viii) For positions with only one candidate, voting may be for a slate of candidates by acclamation without a motion.
  - ix) When at all possible the officers and trustees will be sworn in at the banquet of the annual conference, or at any other time.

# **APPOINTMENTS TO EXTERNAL BOARDS AND COMMISSIONS**

## **PURPOSE**

To ensure WACO is represented on external boards and commissions with designated seats for its members and staff.

## **AUTHORITY**

- [WACO Constitution and Bylaws](#) Article V, Section [5.1\(d\)](#)
- WACO Appointments to Boards and Commissions Policy adopted October 1, 2019, amended March 9, 2021

## **POLICY**

- 1) It is the responsibility of the WACO President to ensure WACO representation on all external boards and commissions with a designated seat for a WACO member.
- 2) It is the responsibility of the WACO Executive Director to alert the WACO President of status and vacancies on said boards and commissions and to assist with identification, nomination and appointment of WACO members designated by the President.

## **PROCEDURE**

- 1) In October of each year the Executive Director will present the incoming President with a report of external Boards and Commissions on which a WACO member is designated, the terms of the members and any vacancies.
- 2) Throughout the year the Executive Director will alert the WACO President to any new Boards and Commissions requiring appointments, vacancies, or changes in composition.

## **PROCESS ANALYTICS**

- 1) Status of WACO Member representation on external boards and commissions

## **LEGAL BRIEF**

### **PURPOSE**

To assure a systematic process to determine WACO's participation in judicial matters when providing legal briefs. It is recognized that in some instances, WACO has a significant interest in shaping the issues and arguments presented to the court. Recognizing that the Washington State Constitution; federal, state, and local statutes; and federal, state, and local regulations define the counties' executive officials' authorities and powers – WACO should use the legal brief process to present its unique point of view. The WACO Board of Trustees may amend this policy at any time.

### **AUTHORITY**

- [WACO Constitution and Bylaws](#) Article I, Section [1.2](#); Article V, Section [5.5](#); and Article VI, Section [6.2](#)
- WACO Legal Brief Policy adopted December 11, 2018, amended October 1, 2019

### **POLICY**

- 1) WACO generally limits its involvement to Supreme Court cases. WACO reserves the option to begin its involvement at the state or federal courts of appeal, or in extraordinary circumstances in Superior Court.
- 2) WACO generally limits its involvement to cases that have the potential to impact any of its affiliates or the operation of their offices.
- 3) WACO generally does not become involved in issues where affiliates hold competing interests or are opposed to involvement.
- 4) WACO generally does not become involved in issues where a member county is involved in the litigation in a manner that is contrary to other Counties or a position of WACO.
- 5) WACO does not provide direct financial support for court cases. Rather, WACO involvement depends upon the availability of resources, including in-house general counsel, Washington Association of Prosecuting Attorneys' staffing, elected prosecuting attorneys or appointed deputy prosecuting attorneys from individual county office(s), or special deputies appointed by a prosecuting attorney from an individual county. In those cases where personnel are not available, the WACO Board of Trustees may expend funds to hire outside council.

### **PROCEDURE**

- 1) The request to participate in a legal brief must come from the relevant affiliate president or a member of the WACO Board of Trustees in writing to the Legal Committee and accompanied by a completed "Legal Brief Request Form".
  - a) The "Legal Brief Request Form" shall gather the following information:
    - i) The affiliate making the request

- ii) Case name and court case number
  - iii) Case history and current status
  - iv) The briefing schedule if available, otherwise probable filing deadlines
  - v) Identify any county(s) that are a party to the case and/or any county(s) that would oppose or would be expected to oppose WACO's participation in the case
  - vi) An explanation on how a WACO brief would add a new or different perspective to the issue(s), and how the results sought would be of benefit to the affiliate(s)' members
  - vii) A catalog of resources available to assist in the preparation of the brief
- 2) Authorization to participate in a legal brief, or to lend WACO signature to an existing brief, requires a vote of the Board of Trustees.
- a) If time is limited preventing discussion by the full Board of Trustees, the Executive Officers of the Board of Trustees may authorize participation in a legal brief.
  - b) The Legal Committee will may consult with a committee comprised of policy, political, and legal experts identified and brought together with the assistance of the Executive Director, to review cases and provide recommendations prior to committing to an amicus brief.
- 3) Timing of Requests
- a) Requests for WACO amicus assistance should be made as close to the filing of an appeal as possible, but no later than necessary to allow for the discussion of participation, acquisition of a brief writer, and timely submission of a quality product.
  - b) Requests for WACO amicus assistance must be processed by WACO in an expedient fashion to allow for a timely submission of a quality product.

## **LEGAL ADVICE / GENERAL COUNSEL**

### **PURPOSE**

To assure a systematic process to determine WACO's use of legal advice in lieu of having a staff general counselor. The WACO Board of Trustees may amend this policy at any time.

### **AUTHORITY**

- [WACO Constitution and Bylaws](#) Article I, Section [1.2](#); Article V, Section [5.5](#); and Article VI, Section [6.2](#)
- WACO Legal Advice/General Counsel Policy adopted July 8, 2020

### **POLICY**

- 1) The Legal Advice/General Counsel Policy addresses three areas of seeking legal aide.
  - a) General advice.
  - b) Defense against litigation.
    - i) Due to timeline needs, in cases where defense against litigation is necessary, the Executive Officers may make final decision on action or in-action in lieu of a full Board vote.
  - c) Pursuing litigation.
    - i) The WACO Board of Trustees is responsible for the final decision on determining whether to pursue litigation.

### **PROCEDURE**

- 1) General Advice
  - a) General Counsel
    - i) When on WACO staff the General Counsel is to provide legal advice to the organizations unless the WACO Board of Trustees decide that additional or outside legal advice is required.
  - b) Outside Legal Advice
    - i) Aide may be provided by the Washington Association of Prosecuting Attorneys' (WAPA) Civil Committee. The WAPA Civil Committee may assign a member or a civil deputy to provide the requested advice.
    - ii) If the WAPA Civil Committee is unable to provide a resource, or the WACO Board of Trustees decide to seek additional legal advice, the WACO Board of Trustees may contract with a member of the Washington State Bar Association to provide the requested advice.
    - iii) Selection of a contractor:

- (1) The Legal Committee will consult with a committee comprised of policy, political, and legal experts to solicit and nominate potential outside counsel.
  - (2) The WACO Board of Trustees will review nominated counselors and make the final selection to offer a contract for legal services.
- 2) Defense Against Litigation
  - a) General Counsel
    - i) When on WACO staff the General Counsel is to provide consultation to the Legal Committee on potential issues for a legal defense.
    - ii) The General Counsel may represent WACO in the legal arena unless the WACO Executive Officers decide that additional or outside legal aid is required.
  - b) Outside Legal Aide
    - i) Legal representation may be provided by the WAPA Civil Committee. The WAPA Civil Committee may assign a member or a civil deputy to provide the required legal representation.
    - ii) If the WAPA Civil Committee is unable to provide a resource, or the WACO Executive Officers decide to seek additional legal aid, WACO may contract with a member of the Washington State Bar Association, or association of appropriate jurisdiction, to provide the requested advice.
    - iii) Selection of a contractor:
      - (1) The Legal Committee will consult with a committee comprised of policy, political, and legal experts to solicit and nominate potential outside counsel.
      - (2) The WACO Executive Officers will review nominated counselors and make the final selection to offer a contract for legal services.
- 3) Pursuing Litigation
  - a) Authorization to seek legal remedies requires a vote of the Board of Trustees.
    - i) The Legal Committee will consult with a committee comprised of policy, political, and legal experts identified and brought together with the assistance of the Executive Director, to review potential litigation and provide recommendations prior to a Board of Trustees Vote.
  - b) General Counsel
    - i) When on WACO staff the General Counsel is to provide consultation to the Legal Committee.
    - ii) The General Counsel may represent WACO in the legal arena unless the WACO Board of Trustees decide that additional or outside legal aid is required.
  - c) Outside Legal Aide
    - i) Legal representation may be provided by the WAPA Civil Committee. The WAPA Civil Committee may assign a member or a civil deputy to provide the required legal representation.

- ii) If the WAPA Civil Committee is unable to provide a resource, or the WACO Executive Officers decide to seek additional legal aid, WACO may contract with a member of the Washington State Bar Association, or association of appropriate jurisdiction, to provide the requested advice.
- iii) Selection of a contractor:
  - (1) The Legal Committee will consult with a committee comprised of policy, political, and legal experts to solicit and nominate potential outside counsel.
  - (2) The WACO Board of Trustees will review nominated counselors and make the final selection to offer a contract for legal services.

## **RECORDS RETENTION**

### **AUTHORITY**

- [State Archives Local Government Common Records Retention Schedule \(CORE\)](#)
- Records Retention Policy adopted June 30, 1999, amended October 1, 2019

### **POLICY**

State Archives does not publish records retention schedules for quasi-governmental agencies such as WACO. As a coalition of local governments, however, WACO will follow the general recommendations included in the Local Government Common Records Retention Schedule (CORE). Sample retention periods are listed below. Additional requirements may exist.

WACO Board of Trustees Minutes.....	Archival
Elections of Officers.....	6 Years*
Affiliate Surveys.....	Until No Longer Needed for Agency Business*
Records of Internal Staff and Committee Meetings.....	2 Years
Media Releases.....	2 Years*
Internal & External Communications To/From/On Behalf of Governing Body.....	2 Years*
Agency Provided Training Curricula & Materials.....	3 Yrs After Curriculum is No Longer Provided
Certificates for Training.....	6 Years
Publications, including Courthouse Journal.....	Until No Longer Needed for Agency Business*
Directory.....	Until No Longer Needed for Agency Business
Legal Advice.....	10 Years After Issuance*
Litigation Records.....	10 Years After Termination of Case*
Scholarship Applications.....	1 Year
Social Media Records.....	1 Year
Yearly Legislative Report.....	5 Years

\*At the end of the retention period, contact State Archives for appraisal.

### **PROCEDURE**

- 1) When no longer needed for immediate access, records should be stored in boxes labeled with:
  - a) Type of document
  - b) Date of storage
  - c) Retention period
  - d) Purge date
- 2) Scan and toss (in development)
- 3) A log of stored documents will be kept by WACO staff.
- 4) WACO staff will review the log and purge documents past their retention period annually.



# **STRATEGIC PLAN**

## **PURPOSE**

To thoughtfully identify WACO's priorities in the form of goals and objectives in order to systematically reach and / or achieve them.

## **AUTHORITY**

- [WACO Constitution and Bylaws](#) Article I, Section [1.2](#); Article VI, Section [6.2](#)
- Strategic Plan Policy adopted March 9, 2021, amended December 8, 2021

## **POLICY**

- 1) The WACO Board of Trustees is responsible for development and monitoring of a strategic plan for the organization.
- 2) The WACO Board of Trustees may charge a strategic plan committee with development of a strategic plan for Board approval.
- 3) The WACO Strategic Plan will serve as the major driver for Board and staff work plans.

## **PROCEDURE**

- 1) A strategic plan will be created by the Strategic Planning Committee every five years in a draft form covering a five-year timeframe.
- 2) The Strategic Plan will be submitted to the board for review, edit and ratification.
- 3) The current plan will be reviewed annually by the Board of Trustees.
- 4) Recommendations for updates will be provided to the board for approval prior to the spring meeting in order for decisions on approval to be made prior to the Executive Officers budget meeting.
- 5) The WACO staff will develop a work plan outlining how the objective/goals will be accomplished including expected outcomes and timeframes.

## **PROCESS ANALYTICS**

- 1) Status of each goal/objective will be identified during the annual review of the Strategic Plan.
- 2) The Executive Director report presented to the Board at each of its regular meetings shall include status and planned work related to the Strategic Plan goals and objectives.

# **LEGISLATIVE ACTION PLAN**

## **AUTHORITY**

Legislative Action Plan Policy adopted July 10, 2019, amended October 1, 2019

## **POLICY**

WACO shall establish procedures to take a year-round approach to legislation and policy development.

## **PROCEDURE**

- 1) What WACO requests of each affiliate in support of their success:
  - a) Affiliate leadership meet at least annually with WACO staff to evaluate past service, conduct future needs assessment, and update the menu of services expected of WACO in the coming year.
  - b) Appoint at least one member to serve on the WACO Legislative Committee who will attend weekly webinars and represent the affiliate organization on identification of and response to relevant bills.
- 2) Timeline for WACO Legislative Representation and Advocacy Services
  - a) While education and technical assistance are service WACO can provide affiliates at any point and time, legislative advocacy and representation services are time sensitive. Affiliate leadership interested in Legislative Representation and Advocacy Services above will want to consider engaging with WACO around the timeline below.
  - b) May – August: WACO staff work with affiliate leadership (President, Legislative Committee chair and others at affiliate discretion) to:
    - i) Debrief the session and develop and/or modify plans for interim and next session, including:
    - ii) Review and discuss WACO / affiliate bills that did not pass and bills of concern likely to be re-introduced. Discuss strategies for addressing opposition or lack of awareness / priority.
    - iii) Determine where affiliate / legislator relationships need attention and develop outreach plan. Determine need / relevance of county or regional meetings between affiliates and legislators and collaborate on convening.
    - iv) Identify and develop components of legislative strategy for upcoming session and forecasting for future session, where possible using WACO services needs assessment tool. The focus of each affiliate strategy might include:
      - (1) Submitting priority bill proposals for WACO membership; and/or
      - (2) Legislative awareness building on specific issues in support of potential future legislative proposals; and/or
      - (3) Relationship-building with targeted legislators, stakeholders, legislative staff, or others.
  - c) September – December

- i) WACO will develop materials / briefs on affiliate priority bill proposals
- ii) Fall legislative weekend (if convened) – WACO staff will arrange meetings with affiliates and legislators to discuss emerging proposals and discuss potential sponsorship; WACO staff will contact legislative staff in advance offering assistance work sessions
- iii) October Board meeting – WACO staff present affiliate / WACO legislative agenda
- iv) November – December: Legislative assembly – WACO staff coordinate affiliate meetings with targeted legislators – deliver briefs on proposals, discuss sponsorship
- d) During Legislative Session
  - i) At a minimum WACO staff may be expected to:
    - (1) Ascertain the type and frequency of legislative reports for each affiliate  
Provide staff support for all WACO Legislative Committee meetings; and
    - (2) Ensure WACO Executive Officers and affiliate presidents are kept current on status of priority bills and important legislative developments
    - (3) Prepare members for testimony
    - (4) Prepare briefing papers, exhibits, PowerPoint and talking points for relevant bills
    - (5) Schedule WACO and affiliate meetings with key legislators
    - (6) Prepare the affiliate for meetings with key legislators
    - (7) Testify on bills when an affiliate member is not available
    - (8) Maintain and update an online bill-tracking system viewable to all members with bill effect summary and status of their proposals and other relevant bills.
  - ii) WACO will host and secure affiliate and legislator participation in WACO Day on the Hill, achieving a visual presence of WACO members and multiple opportunities for conversations between affiliates and legislators throughout the day.
  - iii) As bills are introduced that are not among the WACO adopted legislative proposals, WACO staff will work with the Legislative Committee to determine relevance and response.
- e) Immediately Post Session
  - i) End of Session Report: Within 1 week, WACO staff will prepare and distribute a report for all affiliates discussing session outcomes related to WACO priority bills and other bills of interest and concern to affiliates on which WACO provided assistance.
  - ii) Bill signings: WACO staff will track and inform affiliates of signing ceremony dates and coordinate to ensure affiliate presence on successful affiliate / WACO legislative proposals.

## **PROCESS ANALYTICS**

### 1) Survey

- a) WACO staff will conduct a survey to determine affiliate satisfaction with WACO's services during session and identify any areas for improvement.

## **EDUCATION ACTION PLAN**

### **PURPOSE**

The mission of the Education Committee is to provide quality communication and education opportunities that support WACO affiliates as smart, effective, and ethical leaders, which support a greater understanding of our respective roles and which are not redundant with endeavors undertaken by the individual affiliates. The Education Committee endeavors to make WACO a go-to entity for WACO members, partners and citizens on county matters involving our affiliate roles and duties.

### **AUTHORITY**

- [WACO Constitution and Bylaws](#) Article VIII, Section [8.3](#)
- Committees Policy adopted September 27, 2016, amended October 1, 2019
- The Education Strategic Action Plan was adopted by the WACO Board of Trustees March 9, 2021.

### **BACKGROUND**

WACO provides a portfolio of methods spanning tenure, leveraging technology, and conducted with an effective use of financial resources. Our education is provided by WACO members and staff, affiliates, state agencies, contracted speakers, and partners such as MRSC, WSAC, and the CJTC. The portfolio includes, but is not limited to:

- In-Person Training,
- Remote Training,
- Training Library,
- Resource Sharing,
- Peer Sharing,
- Conferences,
- Social Media and Other Online Sharing.

The education topics in the portfolio include tools for being a county official that advance WACO members' skills, knowledge, and available resources, as well as collective wisdom on county government functions and operations. This includes current laws, statute changes, and legislative proposals; the history and context for county operations and WACO affiliate offices; and leadership and management skills.

To foster a healthy and robust education platform the WACO Education Committee provides leadership, generates ideas, participates in program and policy discussions with WACO leadership regarding education, and represents the WACO membership on identifying future education needs.

Success for the Education Committee is creating a process for which they can deploy a diverse training offering for all members and the trainings are high quality and well-received.

## **POLICY**

- 1) The Education Committee shall facilitate the recommendation of WACO education programs.
  - a) During the December Education Committee meeting, the committee will review past education opportunities, and prepare questions for the membership to track satisfaction of the past year's opportunities, and solicit interest for topics in the forthcoming year.
  - b) WACO staff shall collate results for data analysis, and progress tracking for upcoming trainings.
  - c) During the February Education Committee meeting, the committee shall review membership survey results to identify potential topics for the year's training opportunities not limited to the conference, in person, and online opportunities.
- 2) In March, annually, the Education Committee shall review the current year's education budget to provide feedback for the subsequent year's funding levels to the WACO Executive Director and executive officers.
- 3) In April annually, Education Committee meeting, the committee is to finalize education program recommendations to the Executive Director and executive officers, prior to the annual Budget Committee meeting, a summary of the proposed education program(s) for the ensuing year.
  - a) As part of the program recommendations, annually the Education Committee shall assess needs related to legislative training for the WACO membership.
- 4) The Education Committee shall assist the Executive Director with recommendations in the planning of the annual meeting.
  - a) Responsible for facilitating the development of WACO education programs including planning education, meeting, and speaker events during the annual conference.
    - i) The Education Committee is to review a draft agenda for the annual conference that includes potential time blocks for events during their April committee meeting.
    - ii) During the months of April and May the Education Committee member consults with their affiliates to secure time requests for affiliate and/or cross affiliate meetings.
    - iii) During the June Education Committee meeting the Education Committee reviews the draft agenda for the annual conference and recommends approval or changes.
  - b) The Education Committee shall assist in the planning of the annual business meeting.

- 5) During or prior to each Education Committee meeting, committee members shall report any upcoming affiliate trainings to eliminate redundant trainings and highlight potential opportunities.

## **FINANCIAL AND INTERNAL CONTROLS**

### **PURPOSE**

To have in place internal controls to eliminate opportunity for misappropriation or improper financial activity, and to provide a method by which the financial data is to be processed.

### **AUTHORITY**

- [WACO Constitution and Bylaws Article VII, Section 7.1](#)
- Financial and Internal Controls Policy adopted July 11, 2012, amended October 1, 2019, amended March 9, 2021
- Credit Card Use policy amended July 21, 2016, consolidated into Financial and Internal Controls Policy October 1, 2019
- Bank Account Signatures Policy adopted July 10, 2019, consolidated into Financial and Internal Controls Policy October 1, 2019

### **POLICY**

- 1) This policy governs WACO's financial operations. If this policy in any way conflicts with the WACO Articles of Incorporation, Bylaws, or any applicable state or federal regulation, such Article, Bylaw, or regulation shall prevail.
- 2) General Provisions
  - a) It is the policy of the Washington Association of County Officials (WACO) that all financial operations must be conducted in an accurate, accountable, transparent, and efficient manner. This policy is intended to ensure that all financial operations can be tracked and understood.
  - b) This policy, together with WACO's adopted Financial Procedures, is designed to prohibit any single person from having unrestricted control of WACO's finances and to provide a structure to ensure that all financial operations are subject to timely review by at least one other person.
  - c) Review by Outside, Independent Entities – Best practices dictate independent review is a vital component of ensuring the integrity of WACO's finances. In addition to the audit by the State Auditor's Office pursuant to [RCW 36.47.060](#), WACO will arrange for a Certified Public Accountant (CPA) to periodically review and make recommendations regarding WACO's financial activity.
- 3) Bank Accounts
  - a) Creation of Accounts
    - i) The Association shall create and maintain bank accounts to support and protect the assets received, or other needs as authorized by the Board of Trustees from time to time.
  - b) Access to Accounts



- i) The Executive Director shall have full access, including online, to all WACO financial accounts and be named on the accounts. This will be all checking, savings, investment, donor specific and program accounts.
- ii) In addition to the Executive Director being named on all accounts, at least two people from the WACO Board of Trustees, other than the Secretary/Treasurer, will be additional representatives.
- iii) The Finance & Administration Manager must have sufficient access to WACO's financial accounts to review WACO's financial activity, reconcile account statements, make electronic fund transfers (EFT) and process online banking bill pay.
- iv) The WACO Secretary/Treasurer must have sufficient access to WACO financial accounts to review WACO's financial activity.
- c) Signature Authority
  - i) The Executive Director shall be an authorized signer to all accounts. To prevent a stoppage in business in the absence of the Executive Director, there shall be additional signers, as authorized by the Board of Trustees added to the checking accounts to serve as backup signers as needed. These additional signers consist of 2 members of the Board of Trustees and 1 WACO staff other than the Finance and Administration Manager. All checks will have a two-signature requirement. Signers are not authorized to sign checks made payable to themselves.
  - ii) The Executive Director shall have the authorization to place their electronic signature to WACO documents. The Executive Director's electronic signature shall be created using the Adobe certificate process whereby the computer and signature are password protected and include a time stamp with each use and used only by the Executive Director. Electronic signatures shall not be used to sign physical bank checks.
  - iii) Non-salary payments and reimbursement to the WACO Executive Director shall be approved by the WACO Secretary/Treasurer prior to disbursement.
- d) Investments
  - i) The Executive Director shall be mindful of interest rates, terms and risks when pertaining to the Associations funds. Therefore, from time to time, the Executive Director may need to move funds within the current accounts or may need to open new accounts. When moving funds is necessary it should only be handled by bank wires or cashier's checks payable to WACO, and never cash. No WACO investments shall be held in stocks. Any new accounts opened by the Executive Director should be reported to the Secretary/Treasurer.
- e) Account Limits
  - i) To protect the cash assets, no account should exceed the FDIC minimum insured value. As needed, the Executive Director may open new bank

accounts or transfer funds from one bank establishment to another to adhere to these limits.

#### 4) Credit Card Use

- a) Credit cards shall be owned by WACO and all monthly statements must be sent to the WACO office. The Executive Director will be issued a WACO credit card; however, individual credit cards will not be issued to other WACO staff, officers, or board members.
- b) Credit cards are to be used as a convenience when accommodations, travel expenses, or purchases can be made on-line, or over the phone. With previous approval by the Executive Director, staff may on occasion use the WACO credit card for in-person purchases and appropriate backup receipts are needed for every purchase.
- c) Purchases over \$250 require prior written approval of the Executive Director.
- d) Use of credit cards must be consistent with all other WACO policies and practices. Credit cards must not be used for personal purposes or for cash advances. Use of a credit card to purchase alcohol or tobacco products is also prohibited.
- e) In the event of the loss of a credit card, the employee shall immediately notify the Executive Director and the Finance and Administration Manager.

#### 5) Amendments to Procedures

- a) The WACO Executive Director must notify the WACO Board of Trustees if any amendment(s) are made to the WACO Financial and Internal Controls Procedures adopted by the Executive Director.

### **PROCEDURE**

#### 1) Financial Software

- a) All WACO financial transactions must be properly processed and recorded using approved financial software.
- b) Access to the WACO financial software will be provided using user profiles as allowed by the software with appropriate profile privileges. Full user access will be provided to the WACO Finance & Administration Manager with a secondary user profile provided to the WACO Executive Director. Additional user profiles can be provided to the Certified Public Accountant who periodically reviews WACO's financial activity, and the WACO Secretary/Treasurer.
- c) The Finance & Administration Manager is responsible for entering and processing financial transactions.

#### 2) Accounts Receivable (AR) Invoices

- a) AR invoices are to be generated by the Finance & Administration Manager using WACO's financial software. An electronic version of the invoice is to be retained in the financial software and a hard copy, together with the appropriate backup documentation, must be retained until payment is received at which time it becomes part of the deposit record.

- b) If any AR invoice is to be deleted, waived, voided, or otherwise deemed uncollectible, the hard copy of the invoice, together with the backup documentation for the invoice, must be kept with a memorandum giving a sufficient and detailed explanation for the determination that the invoice should be deleted, waived, voided, or otherwise deemed uncollectible.

### 3) Receipt of Revenues

- a) Revenues to WACO and/or the scholarship fund are typically received through the US Mail. Mail that is determined to contain revenue is separated, opened by the Executive Director or their designee, promptly stamped with the appropriate bank account's "deposit only" stamp, photocopied, and then stored in a secure location pending deposit. Revenues that are received outside of the US Mail are handled in the same manner.
- b) Revenues received through electronic means will be reconciled against batching reports and bank deposits which confirm actual receipt of any batched amounts. A hard copy record must be created for electronic receipt of revenues and kept together with non-electronic deposit records.
- c) On very rare occasions, such as at Annual Conference, a fundraising auction for the WACO scholarship fund may take place whereby cash is received in conjunction with selling tickets for raffle baskets. The starting and ending ticket numbers are recorded providing a method to balance the cash received. A cash lock box is used during an event to securely store cash received. A cash receipt book is also available to write receipts, as requested, by those purchasing tickets for the fund raiser. After the event, the ending ticket numbers are recorded on a piece of paper and the cash counted by two individuals. The individuals should record their counted cash amounts and sign their names as to affirm the cash amount counted. This record will become part of the permanent documentation used for deposit.

### 4) Deposits

- a) Revenues received are to be processed not less than once per week and cannot be processed by the Finance & Administration Manager unless assisting another authorized person.
- b) To process the deposits, the original financial instrument, stamped with appropriate "for deposit only" endorsement, along with its copy, and any other documentation received with the payment must be appended with the invoice(s) being paid and the backup documentation for the invoice. This bundle of paperwork will constitute the deposit record for that transaction.
- c) Once each financial instrument is appended with the appropriate documentation, the information from the financial instrument will be recorded onto a deposit record sheet. At a minimum, the deposit record sheet should include the name of the entity making the payment, the check number, the check amount, the check date, and the invoice number and/or purpose of the payment.
- d) An itemized receipt will be calculated to total the amount of the deposit and is

attached to the batch of documentation. This receipt will be initialed by a separate person from whom will prepare for depositing. The itemized receipt indicating the total amount of the deposit must be kept with the deposit record sheet for verification against the deposit receipt created by the bank.

- e) Once a deposit is prepared it must be delivered to WACO's bank for deposit within 24 hours. Under no circumstances must any WACO deposit be made "less cash." The employee making the deposit must insist on receiving a receipt from the bank showing the total amount deposited into WACO's checking account. That employee must produce the bank deposit receipt to another WACO employee for verification against the itemized receipt from the WACO deposit record sheet. Once the amount is verified to be exact between the bank deposit receipt and the itemized receipt from the WACO deposit record sheet, the WACO employee who made the deposit must sign the WACO deposit record sheet and the WACO employee who verified the bank deposit receipt must sign the WACO deposit record sheet.
- f) The signed WACO deposit record sheet, the itemized initialed receipt, the bank deposit receipt, and all backup documentation must be presented to the Finance & Administration Manager for entering into the financial software. These transactions will be scanned for retention.

#### 5) Disbursements by Check

- a) All disbursements by check must be signed by two persons properly registered with WACO's bank as authorized signers on WACO's checking accounts.
- b) The WACO check inventory must be kept in a secure location.
- c) Prior to any check being generated by WACO, a WACO Payment Approval Form must be completed and submitted to the Executive Director for approval. No check may be generated without first having a completed WACO Payment Approval Form.
- d) As conditions require, the Finance & Administration Manager will conduct a "check run" to generate disbursements by check from WACO. The Finance & Administration Manager obtains from a secured location the specific number of blank checks from the check inventory.
- e) The Finance & Administration Manager will generate the checks using the approved software and present the checks, together with the completed Payment Approval Form with the Executive Director's signature and appropriate backup documentation for signatures.
- f) Once each check is signed by two authorized signers the Finance & Administration Manager will retain a copy of the check, the payment approval form, invoice, and any other documentation for that transaction. These transactions will be scanned for retention.

#### 6) Voided Checks

- a) In the event a check is voided the original check must be written over in heavy black ink with the word "VOID" and the check must be correspondingly voided in

the financial software. Additionally, a memo must be written by the Finance & Administration Manager to the Executive Director as to why the check was voided, and the Executive Director must initial the memo indicating receipt of the memo. Once initialed by the Executive Director, the voided check and corresponding memo must be placed into a file for that month's financial transactions. These transactions will be scanned for retention.

- b) Voided checks must be appropriately recognized and reconciled each month with the bank statement.
- c) Under no circumstances may a check be "deleted" in the financial software.

7) Disbursements by Credit Card

- a) Disbursements by card credit shall be processed consistent with the use of credit card policy. Processing credit cards is like disbursements by check, except that the Finance & Administration Manager will collect all credit card paid transactions for the billing period to become part of the monthly credit card billing statement. An electronic fund transfer (EFT) is processed via the credit card's website to pay for that period's transactions. The credit card statement is to be reconciled in the financial software just like other bank accounts. These transactions will be scanned for retention.

8) Disbursement by Electronic Fund Transfer and Banking Bill Pay (EFT refers to the disbursement from a bank account by means of wire, direct deposit, ACH or other electronic means)

- a) Disbursements by electronic fund transfer (EFT) and banking bill pay shall be processed consistent with disbursements by check, except that the Finance & Administration Manager is authorized to make the electronic payments upon receipt of the signed Payment Approval Form from the Executive Director to initiate the EFT transfer and it will then be approved by the Executive Director with both of them using separate banking user identification.
- b) The Finance & Administration Manager must create a paper record by printing the transaction confirmation or receipt. New ACH recipients will provide required banking account details in writing for Executive Director review. as well as time and date of disbursement, payee name, address and account number, amount of disbursement, purpose of disbursement, disbursing bank's unique transaction identification number. Such confirmation or receipt shall be appended to the Payment Approval Form, together with the appropriate backup documentation, and will constitute the payment record for that transaction. These transactions will be scanned for retention.
- c) c) Any requests made by payee to change original banking information for disbursements needs to be made in writing and will be followed up by the phone call from the Finance and Administration Manager to confirm validity.

9) Petty Cash

- a) The Executive Director may, as needed, authorize a petty cash fund not to exceed \$250. In these instances, cash will be obtained by issuing a check made

payable to “cash” to create a temporary petty cash fund. The petty cash fund must be kept secure, and all transactions must be recorded and balanced with at least one other person present to witness and attest to the accuracy of the petty cash balance. All transactions require proper receipts & documentation. As soon as the event requiring petty cash is complete, the reconciled petty cash balance must be deposited into WACO’s checking account. These transactions will be scanned for retention.

#### 10) Payroll

- a) Payroll is coordinated and processed by the Finance & Administration Manager, consistent with WACO’s approved Budget and Salary Schedule. Payroll is processed by EFT under normal circumstances. Prior to processing payroll, the Executive Director will approve staff’s time through the online timekeeper system which interfaces with the approved financial software. Once payroll is processed, documentation is presented to the Executive Director for review, and EFT approval at the bank. These transactions will be scanned for retention.

#### 11) Bank Account Reconciliation

- a) Original statements from financial institutions with which WACO has accounts are received by mail at the WACO office and must be opened and examined by the Executive Director. Online statements obtained directly from the financial institution’s website are available sooner than those that arrive via mail and can be used as a substitute. The statements should be initialed on the first page indicating it has been reviewed and is ready for reconciliation.
- b) The signed or initialed statement shall be given to the Finance & Administration Manager, who must reconcile WACO’s records of financial activity to the statement. Each reconciliation must balance exactly.
- c) The detailed reconciliation report, together with the statement, will constitute the reconciliation report. The Executive Director reviews and signs the reconciliation reports to verify the authenticity of the statements. These transactions will be scanned for retention.
- d) The Secretary/Treasurer is to receive a copy of the reconciliation report and statement for each of WACO’s accounts.

#### 12) Reporting

- a) Not later than the fifteenth day of each month, the Executive Director or Finance & Administration Manager shall provide to the WACO Secretary/Treasurer a full financial report for the previous month. The financial reports required may vary slightly with each Treasurer (at their request) but must include the following information:
  - i) Balance Sheet – The Balance Sheet gives a complete picture of WACO’s assets and liabilities (of each fund) as of the last day of the reported month.
  - ii) Profit & Loss Budget vs. Actual – The Profit & Loss Budget vs. Actual shows how much WACO’s actual revenues and expenditures for the reported month compared to the amount of revenues and expenditures budgeted for the



reported month.

- iii) Year-To-Date Profit & Loss Budget vs. Actual – This report shows the originally adopted WACO Budget amounts or the amended WACO Budget amounts (if any), actual revenues and expenditures for reported month, Year-To-Date actual revenues and expenditures, and the percent of annual budget received (for revenues) or spent (for expenditures).
  - iv) Accounts Receivable Aging Report – The Accounts Receivable Aging Report shows the invoices issued but not yet paid as of the date of the report. Items in the “current” column are invoices created within 30 days of the report date. Items in the 1-30, 31-60, 61-90, and >90 columns indicate how overdue an invoice is.
  - v) Bank Accounts Reconciliation Reports – The reconciliation report shows the financial activity for the reporting month according to WACO’s financial records as compared to the financial activity according to the bank statements.
  - vi) Include Board meeting minutes or other documentation that approved or discussed line items affecting budgets.
- 13) Annual filings with Internal Revenue Service
- a) WACO must utilize a CPA firm to prepare and submit its annual 990 tax return with the Internal Revenue Service. The WACO Board of Trustees must be aware of, and welcomed to participate in, the preparation of the 990 tax return. The ‘Public Disclosure’ version of the filed 990 tax return must be distributed to the WACO membership via email and posted on the WACO website.
- 14) Audit by State Auditor’s Office
- a) Pursuant to [RCW 36.47.060](#), the financial records of WACO are subject to accountability audits every 3 years by the State Auditor.
  - b) The WACO Board of Trustees must be aware of, and welcomed to participate in, audits conducted by the State Auditor’s Office.
  - c) The WACO Board of Trustees must be made aware of any exit items, management letters, findings, or other relevant communications from the State Auditor’s Office.

### **PROCESS ANALYTICS:**

- 1) Audit Committee findings
- 2) Independent financial audit findings/reports
- 3) State Auditor’s Office findings/reports

# **ANNUAL BUDGET**

## **PURPOSE**

To annually develop a process that allows for planning of resources, guidance to spend with our means, establish and maintain reserves, plan costs with transparency, and to incorporate funding sources to accomplish top priorities of WACO.

## **AUTHORITY**

- [WACO Constitution and Bylaws](#) Article VI, Section [6.2, 6.2\(d\)](#); Article VII, Section [7.3](#)
- Board of Trustees Meeting amended October 5, 2021
- [County Reimbursement Policy](#) adopted July 13, 2016, amended October 1, 2019, amended March 9, 2021, October 5, 2021, December 8, 2021

## **POLICY**

- 1) The WACO Board of Trustees will adopt a balanced budget annually at the July Board of Trustees meeting.
- 2) The Executive Director will operate within a bottom-line budget but must receive the Executive Board's approval to move budgeted items between categories of the current-year budget.
- 3) Salary and Benefits budgets are not available to be spent on other categories without the Board of Trustees approval.
- 4) The Executive Director can reallocate current-year budgeted items within categories.
- 5) Spending in excess of the adopted budget must receive the Board of Trustees approval prior to the expense.
- 6) Emergency expenditures will follow the guidelines of the Reserve Policy.
- 7) All budget amendments to the subsequent year budget adopted by the Board in July will be formally adopted at the December Board of Trustees meeting.
- 8) Annually, the WACO budget shall include a line item authorizing \$7,500 for the President's reception during the annual conference.

## **PROCEDURE**

- 1) The Personnel Committee will submit recommendations for salary, including cost of living adjustments (COLA), per WACO Personnel Policy (13)(g), and benefit adjustments at the March Board meeting.
- 2) The Finance Manager will review Office of Financial Management population census in April to calculate each county's shared assessments.
  - a) If updated population data is unavailable, the Financial Manager will contact the Office of Financial Management for a timetable on when the data will be available.
- 3) The Budget Committee shall calculate an increase to the County's Reimbursement based on CPI and including pre-paid registration per WACO County Reimbursement Policy 2) and 3).



- 4) The Board will gather annual building rent figures from the Washington Counties Building in April.
- 5) The Budget Chair will work with the Finance Manager to develop a budget based on contractual changes only for the next calendar year budget.
- 6) The Finance Manager will prepare the WACO Budget workbook that provides the Budget Chair with the following worksheets:
  - a) Current year updated projections
  - b) Current year cash flow estimates
  - c) Multi-year actual vs budget
  - d) Income worksheet
  - e) Projections for interest income
  - f) Expense worksheet
  - g) Salary projections
  - h) Benefits projections, which should include vacation and unemployment accruals
  - i) Proposed budget summary for all funds
  - j) Budget considerations from WACO staff and WACO committees
- 7) The Budget Chair and Finance Manager will finalize the budget documents to be presented to the Budget Committee.
- 8) The Finance Manager will forward the final budget documents to the Budget Committee 2 weeks prior to the annual budget meeting in May.
- 9) The Budget Committee will meet in May to finalize the proposed budget which aligns with the Strategic Plan to present to the Board of Trustees.
- 10) The Chair of the Budget Committee will present the proposed budget to the Board of Trustees for discussion, revision, and adoption at their July Board meeting.

### **PROCESS ANALYTICS**

- 1) Financial statements
- 2) Balance sheets
- 3) Membership satisfaction survey

# **ANNUAL REPORT**

## **PURPOSE**

Set expectations for content, timeline and delivery of the WACO annual report.

## **AUTHORITY**

- [WACO Constitution and Bylaws](#), Article VI section 6.2

## **POLICY**

1. Staff will prepare an annual report that reflects activities and accomplishments directly related to WACO priorities of Legislative Advocacy, Education and Capacity Building and Outreach and Engagement.
2. The report will also serve as an accounting of the fiscal health of the organization, summarizing key budget, revenue and expenditure data as related to organizational priorities.
3. The report shall include a letter of introduction from the WACO President for the year of the report and an executive summary.
4. The report for each year will be prepared for Board review and approval at the subsequent year March Board meeting, with preliminary financial data indicated as such, and published online following the meeting.
5. Financial data will be updated as necessary, following submission of the final IRS 990 form, later in the year and reposted on the WACO website as the final report.

## **OPERATING RESERVES**

### **PURPOSE**

To ensure the stability of the mission, programs, employment, and ongoing operations of the organization.

### **AUTHORITY**

- Operating Reserves Policy adopted December 14, 2016, amended October 1, 2019

### **POLICY**

- 1) The Operating Reserve is intended to provide an internal source of funds for situations such as a sudden increase in expenses, one-time unbudgeted expenses, unanticipated loss in funding, or uninsured losses. The Reserve may also be used for one-time, nonrecurring expenses that will build long-term capacity, such as staff development, research and development, or investment in infrastructure.
- 2) Operating Reserves are not intended to replace a permanent loss of funds or eliminate an ongoing budget gap. It is the intention of WACO that Operating Reserves are to be used and replenished within a reasonably short period of time. The Operating Reserve policy will be implemented in concert with the other governance and financial policies of WACO and is intended to support the goals and strategies contained in these related policies and in strategic and operational plans.
- 3) Definitions and Goals
  - a) The Operating Reserve Fund is defined as the designated fund set aside by the Board of Trustees. The minimum amount to be designated as Operating Reserve will be established in an amount sufficient to maintain ongoing operations and programs for a set period of time, measured in months.
  - b) The Operating Reserve serves a dynamic role and will be reviewed and adjusted in response to internal and external changes.
  - c) The target minimum Operating Reserve Fund is equal to six (6) months of annual operating costs. The calculation of average monthly operating costs includes all recurring, predictable expenses such as salaries and benefits, occupancy, office, travel, program, and ongoing professional services. Depreciation, in-kind, and other non-cash expenses are not included in the calculation.
  - d) The amount of the Operating Reserve fund target minimum will be calculated each year after approval of the annual budget, reported to the Board of Trustees, and included in the regular financial reports.
- 4) Accounting for Reserves
  - a) The Operating Reserve Fund will be recorded in the financial records as

Operating Reserve. The Fund will be funded and available in cash or cash equivalent funds.

5) Funding of Reserves

- a) The Operating Reserve Fund will be funded with unrestricted operating funds. The Board should designate a specific amount in each adopted budget to ensure that the Operating Reserve is maintained at or above the minimum goal established in this policy. The Board of Trustees may from time to time direct that a specific source of revenue be set aside for Operating Reserves.

6) Use of Reserves requires three steps:

- a) Identification of appropriate use of reserve funds – The Executive Director will identify the need for access to reserve funds and confirm that the use is consistent with the purpose of the reserves as described in this Policy. This step requires analysis of the reason for the shortfall, the availability of any other sources of funds before using reserves, and evaluation of the time period that the funds will be required and replenished.
- b) Authority to use operating reserves – Authority for use of Operating Reserves is delegated to the Executive Director in consultation with the Executive Officers of WACO. The use of Operating Reserves will be reported to the Board of Trustees at their next scheduled meeting, accompanied by a description of the analysis and determination of the use of funds and plans for replenishment to restore the Operating Reserve fund to the target minimum amount. The Executive Director must receive prior approval from the Board of Trustees if the Operating Reserves will be depleted by more than one-third its current value.
- c) Reporting and monitoring – The Executive Director is responsible for ensuring that the Operating Reserve Fund is maintained and used only as described in this Policy. Upon approval for the use of Operating Reserve funds, the Executive Director will maintain records of the use of funds and plan for replenishment. He/she will provide regular reports to the Board of trustees of progress to restore the fund to the target minimum amount.

7) This Policy will be reviewed every other year, at minimum, by the Budget Committee, or sooner if warranted by internal or external events or changes. Changes to the Policy will be recommended to the Board of Trustees as needed.

## **DESIGNATED FUNDS**

### **PURPOSE**

To ensure the stability of the mission, preserve assets, and ongoing operations of the organization.

### **AUTHORITY**

- Designated Funds policy adopted by Board of Trustees July 8, 2020

### **POLICY**

- 1) The Designated Funds are intended to provide an internal source of funds for specific needs outlined below under definitions and goals.
- 2) Designated Funds are intended to be used to cover expenses that are periodic and costly.
- 3) It is the intention of the WACO Board that Designated Funds are to be replenished via the annual budget process, and in a reasonably short period of time, based on anticipated needs. Each fund will outline its budgetary needs for income and expenses each year and go through the WACO Board budget approval process. It is also the intent of the WACO Board that these funds can be authorized outside of the budget approval process due to timing and need of the expense.
- 4) Definitions and Goals
  - a) The Designated Funds established are:
    - i) Washington Counties Building Fund - \$120k Goal – defined usage is to pay for capital improvements or building maintenance (planned and/or unplanned) over and above the normal WCB budgeted line item.
    - ii) Technology & Equipment Replacement Fund - \$10k Goal – defined usage is to pay for the replacement of current or purchase of new T&E items such as, but not limited to, network servers, desktop and laptop computers, printers, monitors, cameras (video/still), projectors, telecommunications, banners, desk chairs, desks, other furnishings. Annually a review of potential needs and rotation should be evaluated so an anticipated dollar amount can be submitted as part of the budget review process.
    - iii) Newly-Elected Officials Training Fund - \$30k Goal – defined usage is to offset the cost of hosting the NEO conference which occurs every 4 yrs. This conference pays for NEOs to attend training needed to help them do their jobs better and to learn rules associated with public office.
    - iv) Professional Fees Fund - \$32k Goal – defined usage is to pay for mandatory WA State Audits which occurs every 3 years, and/or legal fees as required.
  - b) The Designated Funds serve a dynamic role and will be reviewed and adjusted in response to internal and external changes.

- c) The amount of each fund target minimum will be calculated each year during the budget review process, reported to the Board of Trustees and included in the monthly financial reports.
  - d) The Board of Trustees may from time to time direct a specific source of revenue be set aside for any or all of the Designated Funds, and the Board of Trustees may approve any movement of Designated Funds for another purpose identified and deemed necessary.
- 5) Accounting and Reserves
- a) The Designated Funds will be recorded in the financial records as titled in Definitions and Goals above.
  - b) The Funds will be available in cash or cash equivalent funds.
- 6) Use of Reserves
- a) Authority for use of Designated Funds is determined in the annual budget process by approval of the budget. If an unanticipated immediate need arises, the Executive Director should seek approval from the WACO Executive Officers.
- 7) Policy Review
- a) This policy will be reviewed every other year, at a minimum, by the Budget Committee, or sooner if warranted by internal or external events or changes. Changes to the Policy will be recommended to the Board of Trustees as needed.

# **COUNTY REIMBURSEMENT**

## **PURPOSE**

To memorialize and readopt the apportionment formula as currently in use.

## **AUTHORITY**

- [WACO Constitution and Bylaws](#) Article VII, Section [7.3](#)
- County Reimbursement Policy last amended October 6, 2020, October 5, 2021

## **POLICY**

- 1) The Board of Trustees shall adopt an amount to be collected from counties for services rendered to the counties and to establish the formula to apportion those costs of reimbursement to the Association.
- 2) Annually, the WACO Budget Committee shall calculate an increase to the County's Reimbursement based on an increase of the Consumer Price Index (CPI), using the WA State Office of Financial Management's "Washington Economic and Revenue Forecast" for the Seattle-W classification for the proposed budget year, if applicable.
- 3) A county's annual reimbursement shall also include pre-paid registration for that year's WACO annual conference for the 6 or 7 WACO members in that county. Members may alternatively use these funds to designate a staff member to attend in their place.
- 4) The Board of Trustees reserves the right to approve, disapprove, or make additional recommendations related to reimbursement amounts as appropriate.

## **PROCEDURE**

- 1) County Reimbursement Formula
  - a) The formula includes a base amount of \$2,000 for each county and a population-based apportionment. The base formula or components of the base formula are modified by two agreements:
    - i) By agreement with King County, King County is capped at a maximum responsibility for 25% of the total statewide reimbursement requested in the WACO budget process.
    - ii) Pursuant to an agreement signed January 20, 2011, between WACO and the Washington Association of Prosecuting Attorneys (WAPA), WACO passes through to WAPA 22% of reimbursements received from King County and 25% of reimbursements received from all other counties.
  - b) The basic population formula is:
    - i) Total WACO request times 25% equals King County's maximum reimbursement
    - ii) Subtract the King County reimbursement amount (step i) from the total request.

- iii) Subtract total base county (\$78,000) from the result of step ii, adding back a single county base of \$2,000 in order to maintain King County's cap at 25% of the total request.
- iv) Multiply the result of step iii by each county's percentage of statewide population excluding King County as a county for its population from the calculation.
- v) Add \$2,000 to the result of step iv for each county except King. This is the total reimbursement apportioned by county.



## **WAPA PASS-THROUGH AGREEMENT**

### **PURPOSE**

To formalize previous agreements and modifications that have been made since 1976 by the Washington Association of County Officials (WACO) Board of Trustees and the Washington Association of Prosecuting Attorneys (WAPA) for the funding that is received by WACO and passed to WAPA to support the continuing civil legal education of prosecuting attorneys and their staffs and other WAPA functions. The minutes of the WACO Board of Trustees reflect the same.

### **AUTHORITY / REVIEW**

- WAPA/WACO Pass-Through Policy signed January 20, 2011, amended October 5, 2021

### **POLICY**

1) The distribution is as follows:

- a) 22% of funds received from King County and 25% of all funds received from the other counties in the state for reimbursement of professional services. This shall not include pre-paid conference fees or any other special assessments that may be collected. The anticipated funding and the amount of the monies passing through to WAPA shall be documented; included in proposed discussions of the WACO Board of Trustees; and, approved annually as part of the budget process. Any reduction or increase to funding of WACO will be subject to the same formula.

### **PROCEDURES**

1) Address in a periodic review

## **WASHINGTON COUNTIES BUILDING**

### **PURPOSE**

To expand on the Joint Venture Agreement to establish policies for efficient, cost-effective management of the Washington Counties Building (WCB).

### **AUTHORITY**

- Joint Venture Agreement, Article III, 1984
- Washington Counties Building policy adopted July 8, 2020

### **POLICY and PROCEDURE**

- 1) The WCB Management Committee (Committee) shall consist of 10 members proportionate to the percentage interest of each venture (3.1.1) (5 WACO and 5 WSAC).
- 2) The Executive Director of WSAC or WACO will serve as WCB Manager, as designated by the Committee, for the conduct of ordinary business of the venture and to implement decisions of the Committee.
- 3) The Scope of the Joint Authority of the Venturers is specified in the Joint Venture Agreement.
- 4) A quorum of members from each Venturer will convene as the Committee twice annually, with one meeting occurring in April to accommodate annual budget development. Materials relevant to the committee's deliberation will be provided by the Manager and staff of WSAC and WACO, as appropriate, at least one week in advance of each meeting.
- 5) Deliberations during the annual April Committee meeting shall address:
  - a) Review Capital Improvement Plan
  - b) Review status of reserve building funds
  - c) Proposed budget and factors impacting proposed changes
  - d) Status of tenant lease agreements

### **PROCESS ANALYTICS**

Annually each committee member will submit evaluation indicating degree to which they believe policies and procedures were successfully accomplished for the past year. Results of the evaluation will be discussed by the Management Committee at their annual meeting, accompanied by consideration of any needed changes in policies and procedures.

## **GIFTS FOR MEMBERS LEAVING OFFICE**

### **AUTHORITY / REVIEW**

- Gifts for Members Leaving Office Policy adopted April 7, 2013, amended October 1, 2019
- [IRS Publication 5137](#), Fringe Benefit Guide, Office of Federal, State and Local Governments

### **POLICY**

- 1) As an organization created by its membership with the purpose to serve its membership, it is the policy of the Washington Association of County Officials (WACO) to recognize the service of its members when they leave office. This policy outlines a standard of recognition for WACO members leaving office, with due consideration for time served in office and/or their service to WACO as an organization.
- 2) The cost of awards will comply with guidelines included in IRS Publication 5137, Fringe Benefit Guide. All actions contemplated under this policy are subject to available budget funds/authority and may be terminated at any time.

### **PROCEDURE**

- 1) Length of Service Awards:
  - a) For WACO members leaving office after having served four years or less, an outgoing member's service may be recognized with a custom certificate presented in a frame.
  - b) For WACO members leaving office having served more than four but less than twenty years, an outgoing member's service may be recognized with a custom plaque.
  - c) For WACO members leaving office having served more than twenty years, an outgoing member's service may be recognized with a picture of the WACO member's courthouse, together with a custom certificate, in a large frame with sufficient room for WACO representatives (and members of the WACO member's staff) to sign or include personalized messages.
  - d) All WACO members shall receive a printed certificate acknowledging and congratulating their service upon completion of their 5<sup>th</sup> year in office and in 5-year increments thereafter.
  - e) For WACO members who served on the WACO Board of Trustees, WACO will recognize their service consistent with WACO members who served in office more than four but less twenty years.
- 2) Recognition Events – If WACO is aware of an event recognizing the member leaving office, every effort should be made to provide a member of the WACO staff or Executive Board to attend as a representative of WACO and present WACO's recognition of service to the member leaving office.

- 3) Outgoing President Award – WACO will recognize the outgoing WACO President with a unique gift not to exceed \$300, presented during the WACO Annual Conference, in recognition of his/her service as WACO President.
- 4) In the event a WACO member is removed from office, or otherwise leaves office under circumstances not consistent with the highest ethical expectations of an elected or appointed official, the WACO Executive Director may decline to exercise the recognition otherwise authorized under this policy.

## **TRAVEL AND REIMBURSEMENTS**

### **AUTHORITY**

- [WACO Constitution and Bylaws](#) Article VII, Section [7.2](#)
- Travel Reimbursement Policy amended March 6, 2018, consolidated into Travel and Reimbursements Policy October 1, 2019
- Out of State Board Travel Policy adopted July 11, 2012, consolidated into Travel and Reimbursements Policy October 1, 2019
- [GSA Travel Resources Per Diem Schedule](#)
- [OFM Travel Resources](#)
- [IRS Publication 463](#) – Current Edition, Travel, Gift, and Car Expenses

### **POLICY**

- 1) It is the policy of WACO to reimburse staff, members, and board members for reasonable and allowable cost of travel incurred on behalf of WACO.
- 2) Staff, officers, or members who travel at WACO expense are expected to exercise prudent judgment in incurring travel expenses when on official WACO business. Excessive or unnecessary expenses will not be approved. Reimbursement for meals or lodging generally shall not exceed GSA per diem rates for the location. Lodging will be reimbursed in excess of GSA rates if it is at a published conference rate. Other exceptions require prior approval of the Executive Director and Board President.
- 3) **Personal service contractors under contract with WACO shall adhere to travel policies applicable to WACO staff and board members. Those travel expenses to be reimbursed to contractors shall be specified in the contract prior to signatures and commencement of work.**
- 4) Eligible Travel Expenses
  - a) Registration – Registration fees required in connection with attendance at conventions, conferences, and official meetings.
  - b) Meals – Only those meals that are incurred during official business or while traveling for official business are eligible travel expenses. Meals will be reimbursed at per diem do not require receipts. . Tobacco and alcoholic beverages are not reimbursable.
  - c) Lodging – Reimbursement for lodging is allowed when located more than 30 miles from official residence or duty station. Lodging expenses will be reimbursed at actual cost, not to exceed per diem, unless meeting exceptions per 2) above, with receipts.
  - d) Transportation
    - i) The mileage reimbursement allowed to WACO employees and members when using their personal cars in connection with WACO business shall be the allowable Internal Revenue Service standard mileage rate.

- ii) Airfare, car rental, other transportation shall be at the most economical class.
- e) Tips – Tips (except for meals) and gratuities are not reimbursable.
- f) Non-Work Activities and Personal Expenses – Mileage, taxi fares, car rental, and other transportation costs to places of entertainment and other non-business facilities are not reimbursable.
- g) Telephone – Personal telephone calls are not reimbursable.
- h) Fines – Fines, penalties, and/or forfeitures are not reimbursable.
- 5) Board Meeting Travel
  - a) Board members are eligible to be reimbursed for travel to Board meetings, consistent with the terms of the general travel policy.
- 6) Contracted Meal and Lodging Rates
  - a) Meals and lodging shall be contracted at a rate up to General Service Administration (GSA) per diem for the location of the service. The GSA per diem rates include breakfast, lunch, dinner, incidental expenses, and lodging.
  - b) Per diem incidental expenses may include light refreshments, snack services, and other non-captured catering and lodging expenses.
  - c) WACO shall not pay for personal and non-work-related activities.
  - d) WACO shall not pay for alcoholic beverages.
- 7) Exceptions
  - a) In the event of contracts that include bundled lodging and food services, consideration will be given to contracts that discount certain expenditures based on meeting contractually specified numbers. In such cases, if the base unit price of a meal or lodging exceeds GSA per diem rates but would meet per diem rates in the event of fulfilling the contractually specified threshold, WACO can enter into such an agreement.
  - b) The WACO Annual Conference may exceed per diem rate if by a vote of the membership a venue is selected that does not offer GSA per diem rates.
  - c) WACO may exceed GSA per diem rates for a location if there are no venues available to provide meal and lodging services at or below the GSA per diem rate; or if they do not offer facility and technical services appropriate for the specific event(s). In such cases, WACO shall make every effort to contract with the venue that provides such services at the amount closest to GSA per diem rates.
- 8) Waco Board Meeting in Conjunction with the Annual Conference
  - a) Board members may also request reimbursement for attendance at WACO Board Meetings held in conjunction with the annual membership meeting. Reimbursement shall not exceed one night's lodging and dinner/breakfast, unless meals are not otherwise provided. Registration, costs of travel, and other costs associated with the annual membership meeting are not reimbursable.
- 9) Out-of-State Board Travel
  - a) The Washington Association of County Officials (WACO) each year adopts a

budget that may appropriate funds for, among other things, out-of-state Board travel. The purpose of this funding is to provide the means for WACO Board members to attend and participate in certain out-of-state events to represent the WACO membership, and to report back to the WACO membership on happenings outside Washington State. This policy intends to establish and clarify a process for determining out of state Board travel planning.

- b) The Budget Committee should consider a lump-sum amount when developing the preliminary budget that would be used to pay for out of state travel of WACO delegates. The dollar amount recommended by the Budget Committee, when approved by the Board, will be utilized to fund the highest priority travel requests as determined by the Executive Director and Board President.

## **PROCEDURE**

### **1) All Travel**

- a) Requests for travel reimbursement
  - i) will be submitted to the Finance & Admin Director,
  - ii) on the approved WACO Reimbursement Form,
  - iii) supported by receipts.
- b) Requests for reimbursement must be submitted within 45 days of the member's return to work following the end of travel, or the request will not be reimbursed.
- c) Requests for reimbursement will be approved by the Executive Director.
- d) Reimbursements for the Executive Director are reviewed and processed by the Finance and Administration Manager and submitted to the WACO Secretary/Treasurer for approval.
- e) Reimbursement claims will be processed in a timely fashion.

### **2) Out of State Board Travel**

- a) To allow for proper planning, orderly coordination and budgeting for such participation, Board members should submit to the Board President, prior to April 1 of each year, written requests for authorization to be a WACO representative at regional or national meetings of interest during the ensuing year. Requests should be listed in order of preference and should include the meeting name, location, and dates, along with an estimate of costs and the amount to be funded by WACO. The requests should include a brief summary of the expected benefits to be derived by the participant and the WACO Board.
- b) The Executive Director and Board President shall meet to review and prioritize travel requests in sufficient time to make a recommendation to the Board before the adoption of the WACO annual budget.
- c) WACO Officer travel requests will be prioritized to ensure WACO representation at the NACO Legislative Conference and at the NACO Annual Conference. Travel requests from other board members will be evaluated

(first) based on overall benefit to the Association, and (second) on the overall benefit to the individual's affiliate. Other than for WACO officers, out-of-state travel will be limited to one trip per year.

- d) Any Board Member who received partial funding for out-of-state travel may receive a pro rata payment if the total amount budgeted in this line item is not expended. Other requests for out-of-state travel to meetings not scheduled at the time of the adoption of the budget may be considered for adoption and funding at a subsequent WACO Board of Trustees meeting.
- e) Upon returning from a WACO-funded out-of-state event, the traveling Board member(s) must submit a written report to the WACO Board of Trustees, delineating the specific benefits derived from attendance at such event. The report shall include a copy of the agenda, delineating the specific sessions and workshops that were attended by the delegate and the specific points of interest noted.
- f) Association funds may be expended in advance to provide for travel tickets, registration, and lodging. Upon return, each out of state traveling Board Member may submit for reimbursement a properly itemized voucher for other actual expenses.



# **ASSET MANAGEMENT**

## **PURPOSE**

To ensure the organization has a guideline to follow when purchasing and disposing of property and/or equipment.

## **AUTHORITY / REVIEW**

- Asset Management Policy adopted July 8, 2020, amended October 5, 2021

## **POLICY**

- 1) The general capitalization threshold for a single property purchased is \$2,500. Purchases with a value equal to or greater than \$2,500 will follow the depreciation schedule below:

Computers / similar equipment	3-5 years
Office equipment	3-7 years
Building improvements	40 years
- 2) All assets and small attractive items will be assigned an organization identification tag added at the time of purchase. The Finance and Administration Manager will maintain a database of all property and equipment owned by the organization. The database will include a tag number, description, serial number, acquisition date, and location. These tags help to easily identify ownership and correspond with the database required to maintain the annual inventory for the county personal property taxes.
- 3) Surplus property is defined as no longer has a need or practical use to the organization. The Finance and Administration Manager must be notified when items are deemed ready for surplus or disposal in order to maintain accurate logs.
- 4) The organization has a disposal contract with the Dept of Enterprise Services (DES), Surplus Division, if items are deemed appropriate for surplus. If not appropriate, or if DES-Surplus is not available, other disposal arrangements shall be made.
- 5) Before disposing of any equipment which housed organization data files (such as computers), the hard drives should be backed-up and reset using the current IT contractor.
- 6) WACO Board members and WACO staff are not allowed to purchase items removed from inventory.

## **PROCEDURES**

- 1) The WACO Executive Director and Finance and Administration Manager shall annually review the list of assets and surplus schedule.
- 2) Acquisition
  - a) Upon purchasing of a qualifying item, the Finance and Administration Manager will issue an organization identification tag which will be affixed to the item upon arrival. The tag will be recorded in the existing database.

- 3) Decision to Surplus and Documentation
  - a) Items with tag numbers and/or values equal to or greater than \$2,500 require the approval of the WACO Board.
  - b) Items with or without tag numbers and valued less than \$2,500 may be administratively approved for surplus by the Executive Director. Records shall be maintained detailing the item, condition of item, process followed, surplus method and two signatures confirming the aforementioned.
- 4) Preparation of item for surplus and sale/disposal process
  - a) When an item is determined it is no longer needed or usable, it must be prepared for removal from the property. It must be removed from the asset database, electronic data must be wiped, and also determined if it is in surplus condition or trash.
  - b) If the equipment has data to be removed, contact the current IT contractor for their assistance. The equipment will need to be backed-up, wiped clean and, if going to surplus, restored to factory settings.
  - c) Items that are obsolete or have no value may be disposed of with one of the following methods listed below. Record of disposal method with two signatures and any receipts shall be retained.
    - i) Donate to non-profits or government entities, or
    - ii) Dispose of in a dumpster, or
    - iii) Recycle at an approved recycling facility
- 5) For items with value, the following procedure and documentation shall be followed:
  - a) Complete the process established by DES. Instructions and forms can be found on the organization's online data storage under >Server>Contracts>Dept of Enterprise Services>Surplus Interagency Agreement. Additional resources can be found online at <https://www.des.wa.gov/services/surplus/what-can-we-surplus> and <http://des.wa.gov/SiteCollectionDocuments/Surplus/SurplusDisposalInstructions.pdf>.
  - b) In addition to the protocol set forth by DES, the Executive Director and one other staff person must sign off on a disposal form that identifies asset tag number, if assigned, reason for removal and where the item is being disposed of or surplus.

## **PERSONNEL**

### **PURPOSE**

To set forth general policies and standards of the Association. These policies are designed, insofar as possible, to provide uniformity and fairness in selection and treatment of all WACO employees.

### **AUTHORITY**

- Personnel Policy adopted January 8, 1986, amended March 4, 2020, amended March 9, 2021, October 5, 2021
- Cell Phone Reimbursement Policy adopted November 1, 2011, by Executive Director, consolidated into Personnel Policy October 1, 2019
- [RCW 38.40.060](#); [RCW 49.17](#); [RCW 49.77](#)
- [The Occupational Safety and Health Act \(OSHA\) of 1970](#)
- [The Drug Free Workplace Act of 1988](#)

### **POLICY**

- 1) All positions with WACO are “at will” positions. Employees may leave employment at any time, without notice. Whenever possible, two weeks’ written notice is requested. Similarly, employees may be terminated, with or without cause, and with or without prior notice, at any time.
- 2) This Policy is not a contract of employment. No employee, whether serving in a supervisory capacity or not, is authorized to enter into an employment agreement with any other employee.
- 3) All terms and conditions in this Personnel Policy are subject to change, without notice, at the discretion of the Board of Trustees.
- 4) Definitions:
  - a) “Full-time employee” refers to any employee who works thirty-two (32) hours per week or more.
  - b) “FLSA non-exempt employees” refers to employees that are not exempt from overtime, in accordance with the Fair Labor Standards Act.
  - c) “Non-management exempt professional employees” refers to exempt employees other than the Executive Director and Deputy Director.
  - d) “Management exempt professional employees” refers to Executive Director and Deputy Director/General Counsel positions only. The Board may designate other management exempt professional positions as appropriate.
- 5) Equal Employment Opportunity Employer: WACO does not discriminate against any individual with respect to hiring, terms or conditions of employment because of race, color, religion, national origin, age, sex, sexual orientation, or physical or sensory disabilities.

- 6) Selection, Evaluation, Discipline, and Termination: The WACO Executive Director shall be hired by the WACO Board of Trustees and may be terminated at any time, with or without cause and with or without notice. The WACO Executive Officers shall be responsible for the performance evaluation and discipline, up to but not including termination, of the WACO Executive Director.
- 7) The WACO Executive Director shall be responsible for the directing of all WACO staff, including hiring, discipline, performance appraisals, and termination.
  - a) The WACO Executive Director shall be subject to a written review performed annually by the WACO Executive Officers. The completed review will be shared with the full board at the first board meeting following the evaluation.
  - b) All other WACO employees shall be subject to a written review performed annually by the Executive Director.
  - c) Evaluation forms shall be approved by the WACO Board of Trustees.
  - d) All evaluation forms must be signed by the individual(s) responsible for the evaluation. Employees are asked to sign the evaluation to acknowledge they have reviewed and discussed the evaluation with the person(s) providing the evaluation. The employee's signature does not mean the employee agrees with the evaluation. If the employee chooses not to sign the evaluation, the employee's decision will be noted by the person(s) performing the evaluation.
  - e) Any employee who disagrees with any portion of their evaluation may prepare a written response, which shall be attached to the evaluation form and shall become part of that evaluation.
  - f) All personnel evaluations are to be kept in employee personnel files maintained by the WACO Executive Director. Personnel files shall be accessible under the following circumstances:
    - i) Upon request, any employee may review his or her personnel file in its entirety.
    - ii) By majority vote of the WACO Board of Trustees, the Board may direct the Executive Director to make a file or files available to a specifically designated Board member(s).
- 8) Job Descriptions: All job descriptions shall be reviewed by the WACO Executive Director at least every two years, or as needed. The Executive Director will submit any recommended changes to the Personnel Committee, as described in the WACO Bylaws, which will forward its recommendations to the Board of Trustees for consideration. Changes must be approved by the full Board of Trustees.
  - a) This review by the Personnel Committee and action by the Board of Trustees shall take place prior to development of the preliminary budget and as described in the WACO Bylaws. The purpose of this review is to maintain up-to-date job descriptions that reflect current work activities. The review by the Personnel Committee and action by the Board of Trustees shall take place prior to development of the preliminary budget.

## 9) Hours of Work

- a) WACO full-time employees are salaried employees expected to work the amount of time necessary to accomplish the duties and tasks of the assigned position. Full-time positions have been designed to include an array of duties and tasks that require approximately 40 hours per workweek. However, employees will have increased workloads at various times throughout the year, including, but not limited to, preparation for and during sessions of the State Legislature, meetings of affiliate associations, and the WACO Conference.
- b) WACO's office hours are 8:00 am through 5:00 pm, Monday through Friday, except for holidays recognized by this policy. Actual hours will vary depending on activities and staff availability.

## 10) Inclement Weather or Other Adverse Conditions Policy

- a) WACO staff should feel safe. Each employee must decide for him or herself if conditions are safe to drive to work. There will be no disciplinary action against employees who decide to stay home because of conditions caused by severe inclement weather or other unusual emergency conditions.
- b) Such absences shall be charged to the following in the order listed:
  - i) Vacation Leave or Combined Earned Leave
  - ii) Sick Leave (up to a maximum of three days in one calendar year)
  - iii) Leave without pay
- c) Each type of leave shall be exhausted before the next in succession is used, except that employees may choose to use leave without pay, rather than paid leave, at their request.
- d) In extreme circumstances of inclement weather or other emergency conditions, the Executive Director may authorize closing the office.
  - i) The Director must notify the Board President or other member of the Executive Board prior to doing so, and if possible, must also send a notification to every member of WACO.
  - ii) The decision must be based on recommendations of law enforcement or assessments of driving conditions published by the Thurston County Public Works Department or Thurston County Emergency Management Department.
- e) If the Executive Director closes the office, employees will be compensated at their regular rates of pay without the use of personal leave. Paid leave under such circumstances may not exceed three days per event.

## 11) FLSA Non-Exempt Employees

- a) FLSA Non-Exempt Employees will be paid overtime according to state requirements established by the Department of Labor & Industries. Alternatively, staff may elect to accrue compensatory time off as permitted by the Department of Labor & Industries. All overtime or compensatory time earned must be approved by the Executive Director before it is accrued.

- b) FLSA Non-Exempt Employees are required to report all hours worked, in a method approved by the Executive Director and consistent with the requirements of the Departments of Labor & Industries.
- 12) Non-Management Exempt and Management Exempt Professional Employees
- a) WACO does not pay overtime or grant compensatory time off for hours worked by Exempt Professional Employees in excess of 40 hours per week.
  - b) Administrative paid leave may be granted to Exempt Professional Employees to reward such employees for an extraordinary number of work hours worked that is unreasonable to expect from a salaried employee. Administrative paid leave is entirely discretionary. Administrative paid leave is not earned or accrued by any employee. Administrative paid leave is not based upon a limit on hours worked during any workday or workweek. The Executive Director shall document the basis for rewarding extraordinary hours worked when granting paid administrative leave.
  - c) Exempt Professional Employees may be required to report all hours worked as necessary for reporting to the Department of Labor & Industries and the Employment Security Department, and for the administration of grants, calculation of third-party reimbursements, or auditing of revenues earmarked for specific expenditures.
- 13) Employee Wage Rates: Employees will be paid within salary ranges adopted by the WACO Board of Trustees.
- a) New employees shall be appointed at the recruiting step approved by the Executive Director within the salary range for the given position.
  - b) Appointments above Step 3 of the salary range must be approved by the WACO Executive Board.
  - c) Each employee is eligible for an initial salary step increase on the first anniversary of his or her hiring date, adjusted for any unpaid absences of five continuous days or more, on the condition that the employee's performance has been satisfactory. Salary step increases shall be annual thereafter, on the anniversary of the employee's hiring date as adjusted, assuming continued satisfactory performance and budget capacity.
  - d) The Executive Director has the authority to approve salary step increases for other WACO employees.
  - e) WACO Executive Officers have the authority to approve salary step increases for the Executive Director.
  - f) The Executive Director shall annually review the salary range established for each position with positions in like organizations. The Executive Director will submit any recommended changes to the Personnel Committee, as described in the WACO Bylaws, which will forward its recommendations to the Board of Trustees for consideration. Changes must be approved by the full Board of Trustees.



- g) The Executive Director shall provide, and the Personnel Committee will review, CPI-U Seattle data as a base line for competitive salary cost of living adjustment (COLA) recommendations to the Board of Trustees. Cost of living adjustments are not guaranteed annually and must be approved by the Board of Trustees. Board of Trustees approved COLA's will be inclusive of all WACO staff and not awarded on an individual basis.

- (i) 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.

**h) Retroactive pay increases to WACO staff are prohibited.**

**14) Payday and Pay Period**

- a) Employees shall be paid monthly.
- b) Paychecks shall be issued not later than the 7<sup>th</sup> day of each month for work performed during the month prior. If the scheduled payday falls on a Saturday or Sunday, paychecks shall be issued not later than the preceding Friday. If the scheduled payday falls on a holiday, paychecks shall be issued not later than the preceding business day.

**15) Holidays**

- a) All employees shall be granted the following holidays with pay:
  - i) New Year's Day, January 1
  - ii) Memorial Day, Last Monday in May
  - iii) Juneteenth, June 19
  - iv) Independence Day, July 4
  - v) Labor Day, First Monday in September
  - vi) Veteran's Day, November 11
  - vii) Thanksgiving Day, Fourth Thursday in November
  - viii) Day after Thanksgiving, Fourth Friday in November
  - ix) Christmas Day, December 25
- b) Four floating holidays selected at the discretion of each employee each calendar year. Floating holidays may not be carried forward to the next calendar year.
- c) Holidays that fall on Saturday shall be observed on Friday; holidays that fall on Sunday shall be observed on Monday.
- d) Martin Luther King's Birthday and President's Day, while state and federally recognized holidays, are workdays for the Legislature and so are workdays for WACO as well. Two of the four floating holidays are adopted as a

substitute for WACO employees' not having these two recognized holidays off.

16) FLSA Non-Exempt and Non-Management Exempt Professional Employees' Vacation Leave

- a) Full-time non-management employees shall accrue one day of vacation leave for each full calendar month of employment. Employees with three consecutive years of employment with WACO shall be credited one and one-half days of vacation leave for each full calendar month of employment. Employees with five consecutive years of employment with WACO shall be credited two days of vacation leave for each full calendar month of employment.
- b) Vacation shall not be available for use until the first business day following the month for which the vacation leave was accrued.
- c) All requests for vacation leave must be in writing and approved by the Executive Director prior to any vacation leave taken by the employee.
- d) Vacation leave shall be measured in half-hour increments.
- e) As of midnight, December 31 of each year, vacation leave in excess of 30 days shall be forfeited.
- f) Any employee separating from WACO employment who has not taken his/her earned vacation leave shall receive the salary equivalent for earned vacation credit accrued, up to a maximum of 30 days.
- g) Any FLSA Non-Exempt Employee who is removed from a covered position due to the conviction of a felony against the employer shall forfeit all accrued leave. If such felony charges are pending, accrued leave shall be withheld by the employer until the result is known.

17) FLSA Non-Exempt and Non-Management Exempt Professional Employees' Paid Sick Leave

- a) Full-time non-management employees shall accrue one day of paid sick leave credit for each full calendar month of employment with WACO.
- b) Sick leave may be used for personal illness, medical or dental appointments and injuries. Employees may also use sick leave to care for members of the employee's immediate family, including the employee's spouse, child, parent, parent-in-law, grandparent, brother, and sister.
- c) The Executive Director reserves the right to request documentation to verify validity and/or need for sick leave requests.
- d) Sick leave shall not be available for use until the first business day following the month for which the sick leave was accrued.
- e) Sick leave shall be measured in half-hour increments.
- f) Any employee separating from WACO employment shall not be compensated for unused sick leave.
- g) Any FLSA non-exempt employee who is removed from a covered position due to the conviction of a felony against the employer shall forfeit all accrued



leave. If such felony charges are pending, accrued leave shall be withheld by the employer until the result is known.

- 18) Management Exempt Professional Employees' Combined Earned Leave
- a) This section applies to positions designated by this policy, or subsequently by the WACO Board of Trustees, as management exempt professional employees.
  - b) Management exempt professional employees shall accrue twenty-seven (27) hours of combined earned leave for each full calendar month of employment. Combined earned leave replaces vacation and sick leave but does not replace holiday, administrative, or any other leave described in sections 13-18 of this policy.
  - c) Combined earned leave shall not be available for use until the first business day following the month for which the leave was accrued.
  - d) Combined earned leave shall be measured in half-day increments. Combined earned leave shall be reported only if it equals or exceeds four (4) hours or one half-day. Absences of less than four (4) hours shall not be reported.
  - e) Combined earned leave may be accumulated up to 960 hours. Upon departure from employment, an employee is eligible for a payout of up to 480 hours.
  - f) Any management exempt professional employee who is removed from a covered position due to the conviction of a felony against the employer shall forfeit all accrued leave. If such felony charges are pending, accrued leave shall be withheld by the employer until the result is known.
- 19) Paid Family and Medical Leave – WACO complies with all statutory and regulator provisions of the Paid Family and Medical Leave Act per [RCW 50A](#).
- a) The Paid Family and Medical Leave Benefits Guide provides information on how employees apply for benefits and submit weekly claims. The guide is available at [www.paidleave.wa.gov/benefit-guide](http://www.paidleave.wa.gov/benefit-guide). For more information about how to apply, contact the Employment Security Department (ESD) at 833-717-2273 or visit [www.paidleave.wa.gov](http://www.paidleave.wa.gov).
  - b) WACO has chosen to allow “supplemental benefits” to its employees. Supplemental benefits can be used along with PFML up to the amount of the employees current salary. Supplemental benefits are received by using accrued leave the employee has available. Employees may accept or reject supplement benefit payments. The employee is responsible for providing WACO the approved benefits notice received by PFML solely for the purpose of calculating the wage differential.
  - c) Employees must use the appropriate pay codes on the EWS timesheet to indicate use of supplemental benefits. Only hours using the special pay codes will count toward supplemental benefits. Any other pay codes will count as

regular salary or paid time off earnings and will count against the benefits offered by the PFML program.

- 20) Shared Leave: In the event of an extraordinary or severe illness, injury, impairment, or physical or mental condition which has caused or is likely to cause a full-time employee to take leave without pay or to terminate his or her employment, the Executive Director may allow other employees to donate accrued vacation leave or accrued combined earned leave to that employee's sick leave balance. The employee must have exhausted all accrued sick leave, vacation leave, and/or combined earned leave prior to receiving any donated leave. The Executive Director will approve the amount of leave that employees may transfer. Management Exempt Professional Employees may not donate more than 50% of their accrued combined earned leave.
- 21) Bereavement Leave: A maximum of five (5) paid days may be taken by a full-time employee for reasons of death to a member of the immediate family unless additional days are authorized by the Executive Director. Immediate family includes the employee's spouse, child, parent, parent-in-law, grandparent, brother, and sister.
  - a) Bereavement leave taken under this section is in addition to any other leave available under the Personnel Policy.
- 22) Court Appearance Leave: Full-time employees shall be granted leave with pay while required to perform jury duty or when required to appear in court on any matter in which he or she is not a party or not appearing as a witness in the course of his or her WACO duties. Prompt notice should be given to the Executive Director of the expected days required for court appearance leave. Whenever possible, employees are expected to return to work for the remainder of the workday. To receive regular pay, an employee shall remit to WACO the amount of jury duty or witness fees received, less mileage reimbursement. Court appearance leave taken under this section is in addition to any other leave available under the Personnel Policy.
- 23) Unpaid Leave: After first using all vacation leave, full-time employees may request unpaid leave for personal reasons. Such leave may be approved or disapproved at the discretion of the Executive Director. The employee shall submit a written request for the unpaid leave specifying the reason, the anticipated length of absence, and the expected date of return. Unpaid leave shall not be granted for more than two months without prior approval of the WACO Board of Trustees.
  - a) Except as may be specifically provided by federal or state law, during any period of unpaid leave exceeding thirty (30) days the employee shall be responsible for payment of all insurance benefit premiums. The employee's insurance coverage shall be terminated for nonpayment if the employee's payment is not received by WACO by the fifth (5<sup>th</sup>) day of the month the payment is due. The employee shall reimburse WACO for all premiums paid

by WACO if the employee fails to return to employment from leave, unless the failure to return to employment is beyond the control of the employee.

- b) An employee coming back from an unpaid leave may return to his/her same job or a similar one, at the discretion of the Executive Director.

24) Military Service: Leave shall be granted for military service in accordance with [RCW 38.40.060](#). An employee who is a member of the Washington national guard or of the army, navy, air force, coast guard, or marine corps reserve of the United States, or of any organized reserve or armed forces of the United States shall be entitled to and shall be granted military leave of absence from such employment for a period not exceeding twenty-one days during each year beginning October 1<sup>st</sup> and ending the following September 30<sup>th</sup> in order that the person may report for required military duty, training, or drills including those in the national guard under Title 10 U.S.C., Title 32 U.S.C., or state active status. Such military leave of absence shall be in addition to any vacation or sick leave to which the employee might otherwise be entitled, and shall not involve any loss of efficiency rating, privileges, or pay. During the period of military leave, the employee shall receive his or her normal pay. The employee shall be charged military leave only for days that he or she is scheduled to work.

- a) WACO also complies with the Military Family Leave Act, [RCW 49.77](#).

25) Employee Benefit Programs

- a) Insurance Plans: Regular full-time employees and regular part-time employees working at least eighty (80) hours per month are eligible to participate in any insurance programs offered by WACO on the first day of the month following employment, except that if the first day of employment is the first of the month their eligibility shall commence immediately. The programs and criteria for eligibility will be explained by the WACO Executive Director upon hire. WACO contributes towards the cost of premiums in the amounts authorized and budgeted by the WACO Board of Trustees. The remainder of the premiums, if any, shall be paid by the employee through payroll deduction. WACO reserves the right to make changes in the carriers and provisions of these programs at its discretion, with prior notice to affected employees. Employees electing not to accept coverage for available insurance programs may be required to sign a waiver of coverage.
- b) Flex-Plan: Full-time employees may participate in any Flex-Plan benefit programs as may be offered by WACO under Section 125 of the Internal Revenue Code according to the eligibility requirements of such programs and contracts with the organization(s) providing programs to WACO employees.
- c) Retirement: Full-time employees may participate in any deferred compensation plan as may be offered by WACO according to the eligibility requirements specified in such plans and contracts with the organization(s)

providing plans to WACO employees. The wages of WACO employees are subject to withholding for social security employee taxes.

- d) The Executive Director or the Director's designee shall administer benefit programs offered by WACO. Applications and information concerning benefit programs and changes to benefit programs shall be provided to all eligible employees. The Executive Director or the Director's designee shall arrange for payroll deductions to cover participating employees' contributions.
- e) Cell Phone Reimbursement: WACO employees whose regular duties and responsibilities require them to be out of the WACO office regularly while simultaneously remaining accessible by WACO and its members, as determined by the Executive Director, may be eligible for reimbursement of up to \$30 per month for qualified and appropriate cell phone expenses.
  - i) This policy is not intended to create any right to any employee or create any ongoing obligation by WACO to reimburse employees for cell phone expenses.
  - ii) Reimbursement of cell phone expenses is entirely discretionary by the Executive Director and/or the Board of Trustees.

## 26) Substance Abuse Policy

- a) WACO recognizes that the maintenance of a drug-free workplace is essential to the safety and welfare of its employees. This policy establishes programs and practices that promote and support a drug-free environment and bring WACO into compliance with the Drug-Free Workplace Act of 1988.
- b) WACO wishes to educate its employees as to the dangers of drug abuse in the workplace, WACO's commitment to a drug-free workplace, and the penalties that may be imposed upon employees for drug violations.
- c) WACO expects all employees to assist in maintaining a work environment free from the effects of alcohol, drugs, or other intoxicating substances. Compliance with this substance abuse policy is a condition of employment.
- d) Controlled Substance
  - i) WACO prohibits employees from the manufacture, possession, use, distribution, or purchase of illegal or non-prescribed controlled substances on WACO premises.
  - ii) Any employee who is convicted of any violation of any criminal drug statute (including misdemeanors) shall notify the Executive Director within five (5) working days of the date of conviction. A conviction includes any finding of guilty (including one agreed to by the employee) or plea of no contest and/or any imposition of a fine, jail sentence, or other penalty.
  - iii) Any violation of this substance abuse policy will result in discipline, up to and including discharge. Manufacture, possession, use, distribution, or purchase of illegal or non-prescribed controlled substances on WACO premises or time will result in immediate dismissal.
- e) Prescription and/or over-the-counter drugs

- i) It is a violation of the policies of WACO for any employee, on or off WACO premises, when acting as an employee of WACO to be under the influence of alcohol, controlled substances, or intoxicants or under the influence of any other substance that impairs his or her ability to perform his or her job safely and competently.
    - ii) Employees may be asked to reveal medical information to the Executive Director when they are requesting reasonable accommodation or when there is a performance problem that the Executive Director believes may be medically related.
    - iii) No medicine of any kind will be made available by WACO.
  - f) WACO has the obligation to maintain a workplace free of illegal drugs, alcohol and illegally held goods. Therefore, WACO reserves the right to inspect the premises as allowed by law, at any time.
- 27) Policy for Maintaining a Work Environment Free from Harassment: This policy applies to all WACO employees, and as well as members of WACO and other persons who have business with the Washington Association of County Officials.
- a) Harassment – sexual, racial, ethnic, or other – will not be tolerated. Harassment can take the form of comments, gestures, or physical contact when their purpose or effect is to interfere with an individual’s work performance, or to create an intimidating, hostile, or offensive work environment.
  - b) Sexual, racial, ethnic, or other harassment includes slurs, jokes, insults, and derogatory comments or actions based on race, color, religion, national origin, age, sex, physical, or sensory disabilities.
  - c) Sexual harassment also includes a deliberate or repeated unsolicited sexual advance, request for sexual favors, or physical contact of a sexual nature which is unwelcome – particularly when submission to or rejection of such conduct is the basis for employment decisions affecting the individual.
  - d) Employees guilty of harassment shall be subject to appropriate disciplinary actions up to and including dismissal.
  - e) Employees should let the offender know they object to harassing behavior, as the offender may not be aware the behavior is unwelcome, offensive and/or intimidating.
    - i) If the harassment continues, or if the employee is uncomfortable confronting the offender, employees should immediately report the harassment to the WACO Executive Director.
    - ii) Employees may alternatively report harassment to the WACO President or to the Washington State Human Rights Commission under [RCW 49.60](#), or the Federal Equal Employment Opportunity Commission under Title VII of the Civil Rights Act of 1964.



- f) Co-workers who witness what appears to be harassing behavior shall report it to the Executive Director.
    - i) In cases where the Executive Director is the harasser, witnesses should report the harassment to the WACO President.
  - g) Harassment complaints will be investigated promptly.
    - i) If the Executive Director is notified of alleged harassment, he or she will investigate the complaint promptly. The investigation will include interviews with the parties involved, persons who may have witnessed the alleged harassment and persons who have a working relationship with the accused that is similar to that of the complainant.
    - ii) If the Executive Director sees harassing behavior or is notified of such behavior from a third party, he or she should not wait for a formal complaint from the victim before taking action.
  - h) Every effort will be made to maintain confidentiality.
  - i) Retaliation against employees who report harassment is a form of harassment and is forbidden.
- 28) Travel Expense Reimbursement: All employees of WACO will be reimbursed for travel expenses incurred to attend meetings authorized by the Executive Director. Reimbursement will be made in accordance with WACO's adopted travel reimbursement policy.
- 29) Use of Office Facilities: Personal use of WACO facilities by employees is permissible to the extent that there is no direct, increased cost to WACO for such use and that the employee making use of such facilities do so on his/her own time and with the approval of the Executive Director. Use of WACO facilities – building, computers, phones, or supplies – for any political candidate or campaign is never permissible.
- 30) Safety and Health: Congress enacted the Occupational Safety and Health Act (OSHA) in 1971 “to ensure, so far as possible, for every working man and woman in the nation, safe and healthful working conditions and to preserve our human resources.” It states that “each employee has the duty to comply with safety and health standards and all rules and regulations and orders issued pursuant to the OSHA which are applicable to his own actions and conduct.” In the State of Washington, the Division of Industrial Safety and Health and the Department of Labor and Industries (WISHA) have issued rules and regulations that have been approved by OSHA. WISHA is the enforcement authority in the State of Washington.
- a) WACO and every WACO employee is responsible for maintaining a safe work environment. Employees must report all unsafe or potentially hazardous working conditions to the Executive Director or the WACO Board President. Suggestions for improving safety are welcomed and encouraged.

## SALARY SCALE

[illegible]

## **TELEWORKING / REMOTE WORKPLACE POLICY**

### **PURPOSE**

Teleworking and performing an employee's job at a remote workplace is allowed when opportunities exist for employee retention, improved employee performance, reduced commuting miles, or Association savings.

### **AUTHORITY**

- Policy adopted by WACO BOT upon recommendation from the Personnel Committee March , 2022

### **POLICY**

Employees are allowed to telework upon the advanced approval of their supervisor on a case-by-case basis. The Association at any time can withdraw teleworking privileges based on the organization's needs.

Any telecommuting arrangement made will be on a trial basis for one month, with review at six months and as a part of the employee's annual evaluation. Any telecommuting arrangement may be discontinued at will and at any time at the request of either the employee or the Association, externally-imposed restrictions on in-person workplace notwithstanding. Teleworking options are based on factors such as employee suitability, job responsibilities and equipment needs. Not all positions are suitable for a telecommuting arrangement and will be analyzed upon request. Telecommuting does not replace required on-site attendance at meetings or conferences. It is expected that employees who need to meet frequently with peers, colleagues, and/or with members or legislative staff be available and on premises. Supervisor or peer ability to communicate immediately with telecommuting employees must be maintained.

Evaluation of employee performance during the trial period will include regular interaction by phone and e-mail between the employee and the supervisor, and meetings to discuss work progress, performance, and accountability, and other items pertaining to trial period. The employee will be held accountable for completing their required tasks and responsibilities as if they were on-site. At the end of the trial period, the employee and supervisor will evaluate the arrangement and make recommendations for continuance or modifications.

On a case-by-case basis, WACO will determine, with information supplied by the employee and the supervisor, the appropriate equipment (hardware, software, modems, printer, phone and data lines and other office equipment) the employee needs to successfully complete their job functions while working remotely and equipment appropriately supplied by WACO versus the employee. At a minimum WACO shall provide a laptop computer. All equipment shall be appropriately maintained by the employee. WACO accepts no responsibility for damage or repairs to employee-owned equipment. Equipment supplied by the organization is to be used for business purposes only. WACO will supply the employee with appropriate office supplies (pens, paper, etc.) as deemed necessary.



The employee will make available an appropriate work environment within his or her remote workplace for work purposes that effectively creates a productive workspace, free of distractions that impede work productivity and accountability. Telecommuting is not designed to be a replacement for appropriate childcare. Although an individual employee's schedule may be modified to accommodate childcare needs during uncompensated time, the focus of the arrangement must remain on job performance and meeting business demands. Prospective telecommuters are encouraged to discuss expectations of telecommuting with family members prior to remote work starting. WACO is not responsible for costs associated with the setup of the employee's remote workplace, home office, such as remodeling, furniture or lighting, nor for repairs or modifications to the home office space.

Consistent with the organization's expectations of information security for employees working at the office, telecommuting employees must ensure the protection of proprietary company and customer information accessible from their remote workplace. Steps include the use of locked file cabinets and desks, regular password maintenance, consistent, timely updating of cyber-security software, and any other measures appropriate for the job and the environment.

Temporary telecommuting arrangements may be approved for circumstances such as declared emergencies, inclement weather, special projects or business travel. These arrangements are approved on an as-needed basis only, with no expectation of ongoing continuance.

# **WHISTLEBLOWER**

## **PURPOSE**

In recognition of prior court decisions finding the Washington Association of County Officials to be subject to some of the same operational requirements (e.g., the Open Public Meetings Act) as the elected and appointed county officials we represent, WACO has chosen to voluntarily adopt this policy, regarding reporting improper action based on [RCW 42.41](#), commonly called the Local Government Employee Whistleblower Protection Act.

## **AUTHORITY**

- Whistleblower Policy adopted March 1, 2013, amended October 1, 2019
- [RCW 42.41](#)

## **POLICY**

- 1) This policy is created to encourage employees to disclose in good faith improper action taken by WACO Board members, members, or employees without fear of retaliation. This policy also safeguards legitimate employer interests by encouraging complaints to be made first to WACO, with a process for speedy resolution of complaints or disputes.
- 2) Definitions
  - a) Covered Party: is a WACO Board of Trustees Member, member, or employee.
  - b) Improper action: any action by a Covered Party that is:
    - i) Undertaken in the performance of the Covered Party's official duties or responsibilities as related to WACO, whether or not the action is within the scope of employment, and
      - (1) Is in violation of any federal, state, or local law or rule,
      - (2) Is an abuse of authority,
      - (3) Is a substantial and specific danger to public health or safety, or
      - (4) Is a gross waste of WACO funds.
    - ii) Improper Action does not include personnel actions including but not limited to employee grievances, complaints, appointments, promotions, reemployments, performance evaluations, reductions in pay, dismissals, suspensions, demotions, alleged labor agreement violations, reprimands.
  - c) Retaliatory Action is any adverse change in a WACO employee's employment status, or the terms and conditions of employment including denial of adequate staff to perform duties, frequent staff changes, frequent and undesirable office changes, refusal to assign meaningful work, unwarranted and unsubstantiated letters of reprimand or unsatisfactory performance evaluations, demotion, transfer, reassignment, reduction in pay, denial of promotion, suspension,

dismissal, or any other disciplinary action; or hostile actions by another employee towards another employee that were encouraged by a supervisor or senior manager or official including Board of Trustees member or member.

- d) Emergency means a circumstance that if not immediately changed may cause damage to persons or property.
  - e) An employee who fails to make a good faith effort to follow this policy shall not be entitled to the protection of this policy against retaliation.
- 3) Protection Against Retaliation
- a) A Covered Party is prohibited from taking retaliatory action because an employee provided information in good faith that Improper Action occurred. Employees who believe they have been retaliated against for reporting Improper Action should follow the procedure for seeking relief from retaliation.

## **PROCEDURE**

- 1) A WACO employee who becomes aware of Improper Action should follow this procedure:
- a) Bring the matter to the attention of the Board of Trustees in writing absent exigent circumstances, stating in detail the basis for the employee's belief that an Improper Action has occurred. This should be done as soon as the employee becomes aware of the Improper Action. Notice to any member of the Executive Officers or Executive Director is sufficient to serve as notice to the Board of Trustees.
  - b) The Board of Trustees or their designee shall respond to the report of Improper Action within thirty days of the employee's report. The employee shall be advised of the Board's response. If additional time is needed for investigation, the employee shall be advised of the estimated additional time needed to respond by the employer.
  - c) The identity of a reporting employee shall be kept confidential to the extent possible under law unless the employee authorizes the disclosure of his or her identity in writing.
  - d) In the case of an emergency where the employee believes that damage to persons or property may result if action is not taken immediately, the employee may bypass the notification procedure and report Improper Action directly to the appropriate agency responsible for investigating the improper action.
  - e) An employee may report information about Improper Action directly to an outside agency if the employee reasonably believes that an adequate investigation was not undertaken by the Board of Trustees to determine whether an Improper Action occurred, or that insufficient action was taken by the Board of Trustees to address the Improper Action, or that for other reasons the Improper Action is likely to occur.
- 2) Seeking relief from retaliation.

- a) Employees must provide a written complaint to the Board of Trustees within thirty days of the occurrence of the alleged retaliatory action and must specify the relief requested.

The Board of Trustees or their designee shall respond in writing within thirty days of receipt of the written charge.

# **COMPUTER USE**

## **PURPOSE**

To ensure secure and safe use of computer and electronic equipment, and to maintain an ethical use of WACO resources.

## **AUTHORITY**

- Computer Use Policy adopted by the Executive Director November 2, 2011, Last amended by March 14, 2023

## **POLICY**

- 1) Computer and Electronic Equipment Usage
  - a) WACO computer and electronic equipment, including personal computers, laptops, printers, etc., are provided for the benefit of the Association and are to be used for that purpose.
  - b) Personal use of WACO electronic property should be minimal. Misuse of the equipment may lead to disciplinary action up to and including termination and possible criminal or civil action.
  - c) Computer use includes, but is not limited to, use of all hardware, software, and interactive activities available through the WACO computer systems, including email and Internet access.
- 2) Electronic Security
  - a) Employees are responsible for taking reasonable precautions to protect the security of WACO computers and electronic equipment.
  - b) Security includes caring for and protecting the hardware, safeguarding software, and securing business data. Unauthorized access to hardware, software, or business data should be prevented.
- 3) Public Records
  - a) Documents, recordings, and metadata contained on WACO computer and electronic equipment is subject to the Public Records Act and shall follow WACO's retention schedule.

## **PROCEDURE**

- 1) The Executive Director shall approve all software applications added to WACO computers.
- 2) Equipment shall be kept clean and protected from dust, food, and liquids.
- 3) All computers shall be protected with a password. Employees shall utilize the password manager application designated by the Executive Director.
- 4) Employees shall properly exit all applications and logout before leaving the computer and before turning the computer off. Computers shall be shut down and turned off at the end of each business day.
- 5) Do not to tamper in any way with WACO computers or other electronic equipment.

- 6) Only approved software shall be installed on computers. Unlicensed software shall not be installed Association generated data may not be copied and taken from the premises without the approval of the Executive Director.
- 7) Inappropriate or unprofessional messages are prohibited.
- 8) Do not open, preview, forward or otherwise acknowledge emails from unknown or suspicious sources.
- 9) Malfunction in a computer shall be immediately reported to the Executive Director.

## **SOCIAL MEDIA**

### **PURPOSE**

To utilize social media for communicating WACO events, priorities, and emergent information; as well as providing education describing the roles and responsibilities of elected county officials and their offices.

### **AUTHORITY**

- Social Media policy adopted Policy March 11, 2015, Last amended March 14, 2023

### **POLICY**

- 1) Any method of social media representing the Association must have prior approval by the Executive Director.
- 2) WACO shall use social media utilizing best practices.
  - a) WACO uses social media for Association business purposes to offer opportunities for education, outreach, information sharing and interaction. WACO staff who engage with social media should educate themselves about effective, responsible, and safe use of these tools.
- 3) Comment Policy
  - a) WACO can moderate social media sites that accept comments from the public to monitor speech that is obscene, threatening, discriminatory, harassing, or off topic, WACO staff should not use the moderation function to restrict speech with which WACO merely disagrees (e.g., subject matter restrictions). The following forms of content are prohibited:
    - i) Profane language or content
    - ii) Content that promotes, fosters, or perpetuates discrimination on the basis of race, creed, color, age, religion, gender, marital status, national origin, physical or mental disability or sexual orientation
    - iii) Sexual content or links to sexual content
    - iv) Attempts to sell or purchase products
    - v) Illegal conduct or encouragement of illegal activity
    - vi) Information that may compromise the safety or security of the public or public systems.
- 4) Confidential Information
  - a) WACO shall not post or release proprietary, confidential, sensitive, or personally identifiable information or intellectual property.
- 5) Public Records
  - a) Documents, recordings, and metadata contained on WACO computer and electronic equipment is subject to the Public Records Act and shall follow WACO's retention schedule.
- 6) Social Media sites will not be used for personal purposes or electoral campaigns.

- 7) The Deputy Director will work with staff to create and maintain approved social media sites.
- 8) Requests from Association members and staff to add content to a social media site shall be made to the Executive Director or Deputy Director. If a request is denied a detailed reason will be provided to the requestor by the Executive Director.



# **ANNUAL CONFERENCE**

## **PURPOSE**

To provide policies and procedures for scheduling, preparing, and carrying out the WACO Annual Conference.

## **AUTHORITY**

- [WACO Constitution and Bylaws](#) Article X, Section [10.1](#) and [10.5](#)
- Annual Conference Policy adopted October 1, 2019, amended October 5, 2021
- Conference Cancellation Policy adopted March 25, 2015, consolidated into Annual Conference Policy October 1, 2019
- Annual Conference Committee Policy adopted April 21, 2021
- RCW 36.47.050: County officials - Further action authorized – Meetings.

## **POLICY**

- 1) Registration Fees
  - a) Member and Non-member registration fees shall be determined by the Budget Committee during the development of the annual budget and reviewed by the conference committee. Final adoption of the fees shall be made by the Board of Trustees in the adoption of the annual budget.
  - b) For the purposes of conference registration fees membership includes elected or appointed officials (Assessors, Auditors, Clerks, Coroners/Medical Examiners, Prosecuting Attorneys, Sheriffs, and Treasurers) as well as staff from their respective offices.
  - c) Vendor fees shall be suggested by the conference committee and determined by the Budget Committee during the development of the annual budget. Final adoption of the fees shall be made by the Board of Trustees in the adoption of the annual budget. The Executive Officers may alter the registration fees upon reevaluation prior to the conference if compelling information is presented to do so by the conference committee
- 2) Member Registration Cancellation
  - a) Members canceling their pre-paid conference registration may designate an alternate attendee. Alternate attendees must be current employees of the office of the (or “a”) WACO member.
- 3) Non-Member Registration Cancellation
  - a) WACO Conference registrations may be cancelled 30 or more days prior to the first official event of the Conference and receive a full refund of the registration fee paid without penalty.
  - b) Registrations cancelled 7-29 days prior to the first official event of the Conference will receive a refund of the registration fee paid minus a cancellation fee equal to 50% of the registration amount, up to \$100.

- c) Registrations cancelled fewer than 7 days prior to the first official event of the Conference are not eligible for any refund amount.
- d) Cancellations must be submitted in writing to be considered cancelled as of the date the written cancellation notice is received by WACO.
- e) Registrations not cancelled in accordance with this policy will not be refunded any amount.
- f) Event no-shows will not be refunded any amount.
- 4) Conference Location Selection
  - a) The Board of Trustees shall solicit and vet RFPs to identify conference locations and present locations to the membership for approval.
- 5) Vendor and Sponsor Participation
  - a) Vendors and sponsors participating in the annual conference must conduct business in relation to the topic areas of the WACO membership.
  - b) WACO may deny a vendor's registration by the vote of the Executive Officers.
- 6) Education Committee
  - a) The Education Committee is responsible for facilitating the development of WACO education programs including planning education, meeting, and speaker events during the annual conference.
  - b) The Education Committee is responsible for assisting in the planning of the annual business meeting.
- 7) Conference Committee
  - a) WACO shall establish an ad-hoc Conference Committee consisting of the current WACO President and designee(s) as appointed by the Board of Trustees.

The ad-hoc Conference Committee shall plan, in consultation with WACO staff non-education events including, but not limited to, entertainment, recognition events, and evening meals.

- 1) Conference Committee
  - a) WACO shall establish an ad-hoc Conference Committee consisting of the current WACO President and designee(s) as appointed by the Board of Trustees.
  - b) The ad-hoc Conference Committee shall plan, in consultation with WACO staff non-education events including, but not limited to, entertainment, recognition events, and evening meals.
    - i) Provision of food and beverage to attendees is consistent with the public policy purpose of the WACO annual meeting. RCW 36.47 created WACO as a coordinated body for elected county officials and authorizes meetings to further this purpose. The public benefits when WACO fosters opportunities for communication and cooperation among WACO members. Per Attorney General's Office guidance (Pharris, 1987) RCW does not specifically address whether provision of food and beverage is permitted at public expense, but rather leaves such decision to local public entities to establish their own policies. It is the policy of WACO that alcoholic beverages may not be a WACO expenditure and must only be provided at WACO events if the cost is

covered by an external, non-public sponsor, or purchased by individual attendees.

## **PROCEDURE**

- 1) Registration Fees
  - a) Budget process (during annual development)
  - b) WACO staff shall review vendor and sponsor fees prior to solicitation and present any suggested changes based on economic trends, prior conference participation, and any changes to the conference budget to the conference committee for approval.
- 2) Conference Location Selection
  - a) The WACO Board of Trustees may contract with a provider to facilitate the solicitation and tabulation of event space RFPs in order to assist with the selection of the location for the annual conference.
  - b) The WACO Conference committee shall evaluate and vet all RFPs for conference location whether done internal means or contract and present options of locations to the membership at the annual meeting.
  - c) The membership shall vote on a final selection of conference locations
- 3) Conference Communication
  - a) WACO staff shall communicate conference dates, registration details, and event details in accordance with the Conference Timeline of Events.
- 4) Conference Timeline of Events

WHEN	WHAT	DECISION POINTS
January - March	<ul style="list-style-type: none"><li>• Staff reviews vendor/sponsor levels and non-member registration fees</li><li>• Update WACO conference web page to reflect new conference</li><li>• Update vendor and exhibitor rules and terms</li><li>• Conference committee to review vendor and sponsor cancellation policy</li><li>• Send conference save the date newsletter to members</li><li>• President to set Annual Conference theme</li><li>• Education Committee considers Annual Conference education topics</li></ul>	Annual Conference Theme is decided

<b>Last Monday in March</b>	<ul style="list-style-type: none"> <li>• Launch vendor/exhibitor registration site</li> <li>• Launch search for honor/color guard</li> <li>• Launch search for national anthem singer or special musician</li> <li>• Finalize search for keynote speaker</li> </ul>	
<b>First Friday in April</b>	<ul style="list-style-type: none"> <li>• Begin active vendor/sponsor push lead by WACO Staff</li> <li>• Conference Committee shall determine how often they wish to meet in the months leading up to the Annual Conference</li> </ul>	
<b>Last Friday in April</b>	<ul style="list-style-type: none"> <li>• Complete draft conference agenda with blocked times</li> <li>• Affiliate time requested</li> </ul>	<p>Education Committee review first draft</p> <p>Education Committee secure affiliate time requests</p>
<b>Last Week in May</b>	<ul style="list-style-type: none"> <li>• In the May meeting, the Conference Committee shall review the draft agenda with education and affiliate time blocks, presented by the Education Committee. The Conference Committee shall then propose additional events to include in the draft agenda.</li> </ul>	
<b>First Monday in June</b>	<ul style="list-style-type: none"> <li>• Draft agenda released</li> <li>• Launch membership registration site</li> <li>• Provide “concierge” information for spouses/guests – tourism information &amp; community page on WHOVA</li> </ul>	Conference Committee approve draft agenda for posting

<b>Weekly on Thursdays June – Conference</b>	<ul style="list-style-type: none"> <li>Membership and Vendor Registration report - to include registration totals, meals, as well as monies received</li> </ul>	
<b>Bi-Weekly on Thursdays June – Conference</b>	<ul style="list-style-type: none"> <li>Send vendor update with useful information and reminders</li> </ul>	
<b>Third Friday in July</b>	<ul style="list-style-type: none"> <li>Mail ATG, Auditor, Governor, Lt Governor, Treasurer, and Secretary of State invite letter</li> <li>Gather list of retiring officials, county serviced, affiliate &amp; years of service to be used for ordering awards. Years of service = (Current year – year took office (not year elected) + 1)</li> </ul>	Refer to current WACO Policy on Gifts for Members Leaving Office
<b>First Day in August</b>	<ul style="list-style-type: none"> <li>Send each affiliate a “meeting support request form”</li> <li>Review conf location contract for certificate of insurance requirements; if required, contact current WACOs biz insurance broker</li> <li>Ask WACO President and Conference Committee to identify needs and wants for their reception with a Sept. 1 deadline for finalization</li> <li>Conference Committee reviews ideas and recommendations for annual Scholarship Auction</li> <li>Secure keynote speaker with necessary deposit</li> </ul>	This identifies what each affiliate needs for their confirmed meeting times
<b>Third Tuesday in August</b>	<ul style="list-style-type: none"> <li>Call for Board of Trustees nominations goes out to membership</li> <li>Go over current and projected registration numbers and determine meal options</li> </ul>	

	<ul style="list-style-type: none"> <li>• Prepare names for final master rooming list (i.e., WACO staff, Board President, WACO sponsored guest speakers); turn in to hotel based on dates in the contract agreement</li> <li>• Order retirement awards based on policy</li> <li>•</li> </ul>	
<b>First day in September</b>	<ul style="list-style-type: none"> <li>• Solicit for vendor promo items to be stuffed in membership packet / bag</li> <li>• Begin to create agenda power point slides to match agenda</li> <li>• Affiliate meeting rooms set-up / food &amp; beverage details submitted</li> <li>• Conference Committee reviews final plans for the President's reception and auction</li> </ul>	Details for President's Reception due no later than Sept. 1
<b>Three weeks prior to conference</b>	<ul style="list-style-type: none"> <li>• Review conference registration numbers and project final numbers. Order enough lanyards and badge holders for all registrants, guests, and vendor/sponsors in attendance plus 20% extra</li> <li>• Order other items/goodies (i.e., bags, pens, notebooks etc.)</li> <li>• Identify and design table tents based on need.</li> <li>• Staff walk through detailed script of responsibilities during conference; discuss need for member involvement in sessions to be communicated by Exec Dir</li> <li>• Draft scripts to President, President-elect and Nominating Chair. Remind committee chairs about reports</li> </ul>	
<b>Two weeks prior to conference</b>	<ul style="list-style-type: none"> <li>• Create "guide" for conference. Can be digital format or conference</li> </ul>	

	specific app (WHOVA). Include vendor map, site map, full agenda, min.	
<b>14-7 business days prior to conference</b>	<ul style="list-style-type: none"> <li>• Print table tents</li> <li>• Email vendors with vendor information</li> <li>• Secure all powerpoints and other materials for education sessions</li> <li>• Hold one-on-one/group meeting with all education speakers and panelists. (Can be in-person or virtual - Purpose to discuss parameters of time and how moderation will be conducted.)</li> </ul>	
<b>One month from nomination opening</b>	<ul style="list-style-type: none"> <li>• Call for nominations closed</li> </ul>	
<b>One week prior to conference</b>	<ul style="list-style-type: none"> <li>• Go over BEO and finalize to submit</li> <li>• Prepare membership packets</li> <li>• Print and assemble name badges</li> <li>• Organize badge groups prior to packing</li> <li>• Final scripts for President and President-elect – copies to staff</li> <li>• Check all laptops and equipment taking to conference</li> <li>• Send synopsis or education breakouts to include speaking times and moderators to all involved parties</li> </ul>	
<b>CONFERENCE WEEK</b>	<ul style="list-style-type: none"> <li>• Bring Contacts binder with agenda and important pieces of information at both registration desk and front desk in case of emergency</li> <li>• Pay attention, or assign duties for locking and unlocking the facility</li> <li>• Bring giant/poster sized printed agendas that can sit on easel boards</li> </ul>	

	<ul style="list-style-type: none"> <li>• Set up table tents</li> <li>• On Monday during conference week run an equipment check. This should include conference calls if being utilized.</li> <li>• Wednesday breakfast or lunch – breakout session presenters touch base on presentations.</li> <li>• Thursday morning – Newly-elected board member breakfast</li> <li>• Meals need door monitors to confirm registration of meal attendees</li> </ul>	
<b>Wednesday Following Conference</b>	<ul style="list-style-type: none"> <li>• Send out conference attendee and vendor surveys no later than Wednesday following conference conclusion.</li> </ul>	
<b>One Week Following Conference</b>	<ul style="list-style-type: none"> <li>• Collect actual meal count from vendor</li> </ul>	
<b>Three Weeks Following Conference</b>	<ul style="list-style-type: none"> <li>• Collect and analyze survey results.</li> <li>• In November the Conference Committee shall meet to review the past's year conference survey results and offer recommendations for the following year's conference.</li> </ul>	

### **PROCESS ANALYTICS**

- 1) WACO member survey results
- 2) % of deadlines met



# **WACO SCHOLARSHIP PROGRAM**

## **PURPOSE**

To create a program to provide college tuition scholarships to subsidize the educational needs of eligible children of county officials and their employees (Assessors, Auditors, Clerk, Coroners / Medical Examiners, Sheriffs, Treasurers and Prosecuting Attorneys).

## **AUTHORITY**

- WACO Scholarship Program Policy adopted December 11, 2018, amended October 1, 2019

## **POLICY**

### 1) General Provisions

- a) The WACO Scholarship Program may receive any real property or personal property, whether tangible or intangible and including money, by gift, grant, devise, or bequest from any individual, foundation or corporation, whether private, public or government instrumentality, for the purposes set forth herein. Any gift of property will be reviewed and approved by the WACO Board of Trustees prior to acceptance. No contribution shall be accepted if it is conditioned or limited in such a manner as to require disposition of the principal or interest in a manner inconsistent with Scholarship Fund rules.
- b) The WACO Scholarship Program is to operate exclusively for charitable or educational purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, as amended.
- c) The WACO Executive Director, or their designee(s), is responsible for the overall management of the WACO Scholarship Program including, but not limited to:
  - i) Determining applicant eligibility
  - ii) Communication regarding application timelines and availability
  - iii) Administering application submissions and applicant relations
  - iv) Developing and carrying out application evaluation criteria and review
  - v) The financial administration, including banking, required to administer the WACO Scholarship Program
- d) Only funds donated specifically to the WACO Scholarship Program will be used for the WACO Scholarship Program. In soliciting and/or verifying receipt of funds, WACO staff will communicate to donors that their donations are tax deductible.

### 2) Scholarship Eligibility Requirements

- a) At the time of application is submitted, the applicant must be the dependent child of a county employee from the office of a county official (Assessor,

Auditor, Clerk Coroner / Medical Examiner, Sheriff, Treasurer or Prosecuting Attorney), including elected or appointed county officials, of any of the 39 counties located within Washington State planning on attending a full-time accredited college program in the year of application.

- b) Full-time student is defined according to the criteria for “full-time” as defined by the institutions being attended.
  - c) A child as defined by the IRS is dependent and does not include emancipated children, spouses, or grandchildren of county employees, elected county officials, or appointed county officials.
  - d) Eligible dependent child does not include the children of the following:
    - i) A member of the WACO Board of Trustees, or any committee established by the WACO Board of Trustees with oversight over the WACO Scholarship Program
    - ii) Substantial contributors, defined as any individual who contributes a total of \$1,000 or more of combined value without regard of the nature of the donation in a two consecutive year period
    - iii) Other disqualifying individuals as defined by the IRS Code
- 3) Financial Assets, Records, and Reports
- a) The WACO Executive Director, or their designee(s), shall maintain complete and correct records and accounts of the WACO Scholarship Program’s business and properties. Such books, records and accounts shall be kept at the WACO offices and are subject to WACO’s public records retention schedule.
  - b) The WACO Executive Director, or their designee(s), shall manage, operate, and administer the WACO Scholarship Program in accordance with the Prudent Person Rule as defined in [RCW 11.100.020](#) or successor statute.
  - c) The WACO Board of Trustees may choose to invest all, or part, of its assets in securities or other investments, excluding real estate, as permitted under the laws of the State of Washington.
  - d) WACO Scholarship Program assets and any income derived from them shall be devoted exclusively to the purposes of the program.
  - e) No part of the assets or income derived from them shall inure to the benefit of the any member of the WACO Board of Trustees or WACO staff.
  - f) No part of the assets or income derived from them shall be used to influence legislation. No activity of the program, or any part of the assets or income derived from them shall involve participation or intervention in any political campaign on behalf of, or in opposition to, any candidate for public office.

## **PROCEDURE**

- 1) Annual Fund Raising (in development)
- 2) Scholarship Selection Process

- a) Two independent selection committees in two separate rounds of reviews will review scholarship applications and materials. The selection committees consist of members of the community who have no affiliation with either the Washington State Association of Counties or the Washington Association of County Officials. Applicants will be selected based on their activities, honors, and awards, personal statement, academic performance, and letters of recommendation.
  - b) Each committee is to comprise of representatives from a higher education and/or community-based services background to draw upon their experience in evaluating both the potential success of an applicant.
  - c) Prior to committee review WACO staff reviews each application to assure completion prior to evaluation. A complete application must have the scholarship application either signed or with an e-signature, the list of activities, a personal statement, two letters of recommendation, and an official sealed transcript.
  - d) The initial screening committee reviews the application and scores each application on a 75-point scale:
    - i) 20 points for honors, awards, and leadership, 4 of which are tied to the student's GPA
    - ii) 20 points for the personal statement
    - iii) 10 points are awarded for personal initiative and family
    - iv) 15 points are awarded for community and/or school involvement
    - v) 10 points are awarded based on recommendations.
  - e) A second screening of the top 15 applications is conducted by a panel comprised of representatives with experience in higher education and/or community-based service with no affiliation to any WACO member or staff member. This screening is not scored but consists of the panel selecting 5 awardees and ranking the remaining as alternates if needed.
  - f) The final awardees are presented to the WACO Executive Director for review and authorization in order to send out notices of the award to the awardees.
  - g) Following the authorization to send notices to the Awardees the finalists are notified, and a notice is sent to each applicant notifying them whether they will receive the award or have not been selected.
- 3) Scholarship Application Communication
- a) WACO staff shall communicate general information regarding the Washington County Scholarship fund to the members during the application period.
    - i) One month prior to the application window WACO staff shall send all WACO members a notice about the upcoming year's application process.
    - ii) One week prior to the application window WACO staff shall send a secondary notice to all WACO members about the application process.
    - iii) Weekly beginning on the application launch WACO shall communicate to all WACO members about the program and where to apply.

- iv) Following the selection of award recipients, and their acceptance of the scholarship, WACO staff shall notify all WACO members of the awardees.
- b) Applicant Communication
  - i) If an applicant applies online, they receive a confirmation email stating that their application is received and that they need to mail their supporting transcript and reference documents.
  - ii) Once all materials are received and reviewed WACO staff shall provide confirmation to the applicant.
  - iii) Once an award selection is made the awardees are notified with a request to confirm that they are accepting the scholarship award.
  - iv) Following confirmation of all scholarship awards are made all applicants receive notification of the awardees.
- c) WACO shall communicate general information regarding the Washington County Scholarship with stakeholders and the media.
  - i) One week prior to the application window WACO staff shall send a press release outlining the application process to its media contacts, as well as coordinate further information sharing with partner agencies.
  - ii) Following the selection of award recipients, and their acceptance of the scholarship, WACO staff shall send a press release announcing the awardee information to its media contacts, as well as coordinate further information sharing with partner agencies.

# WACO Policies and Standard Operating Procedures

## AMENDED DATES

TOPIC	LAST AMENDED
<b>General Governance</b>	
<a href="#">Constitution and Bylaws</a>	October 2, 2019
<a href="#">Bylaws Amendment Protocol</a>	October 1, 2019
<a href="#">Code of Ethics</a>	October 1, 2019
<a href="#">Conflict of Interest</a>	October 1, 2019
<a href="#">Board of Trustees Meetings</a>	October 5, 2021
<a href="#">Alternative Voting Means</a>	October 1, 2019
<a href="#">Committees</a>	December 8, 2021
<a href="#">Appointments to External Boards and Commissions</a>	March 9, 2021
<a href="#">Legal Brief</a>	October 1, 2019
<a href="#">Legal Advice/General Counsel</a>	July 8, 2020
<a href="#">Records Retention</a>	October 1, 2019
<b>Strategic Planning</b>	
<a href="#">Strategic Plan</a>	December 8, 2021
<a href="#">Legislative Action Plan</a>	October 1, 2019
<a href="#">Education Action Plan</a>	March 9, 2021
<b>Finances</b>	
<a href="#">Financial and Internal Controls</a>	March 9, 2021
<a href="#">Annual Budget</a>	December 8, 2021
<a href="#">Operating Reserves</a>	October 1, 2019
<a href="#">Designated Funds</a>	July 8, 2020
<a href="#">County Reimbursement</a>	October 5, 2021
<a href="#">WAPA Pass-through Agreement</a>	October 5, 2021
<a href="#">Washington Counties Building</a>	July 8, 2020
<a href="#">Gifts for Members Leaving Office</a>	October 1, 2019
<a href="#">Travel and Reimbursements</a>	October 1, 2019
<a href="#">Asset Management</a>	October 5, 2021
<b>Human Resources</b>	
<a href="#">Personnel</a>	October 5, 2021
<a href="#">Salary Scale</a>	July 7, 2021
<a href="#">Whistleblower</a>	October 1, 2019
<a href="#">Computer Use</a>	October 1, 2019
<a href="#">Social Media</a>	October 1, 2019
<b>Conference, Events, and Programs</b>	
<a href="#">Annual Conference</a>	October 5, 2021
<a href="#">WACO Scholarship Program</a>	October 1, 2019

**MEMORANDUM**

**DATE:** February 26, 2024

**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.

**WACO Scholarship Committee**

At the Board retreat in December 2023, the Board supported the notion of a new ad-hoc committee of members to serve as ambassadors building affiliate support and other sources of support, for the WACO scholarship program. Each affiliate organization was asked to secure a representative for the committee. In addition, communications to WACO membership have included an invitation to serve on the committee. To date we have received commitment to serve from Auditor Thad Duvall, Coroner Hayley Thompson, and Treasurer Renee Goodin. President Kick and I have discussed the composition of the scholarship committee for those affiliates unable to appoint a representative being the affiliate representative on the WACO Board of Trustees. This will be discussed at the March meeting under this Tab.

**Washington Counties Building**

The WCB is facing two challenges with significant cost implications. The first is continued homeless encampments on WCB property despite investments in hostile architecture as deterrent. Recently the building sustained charring from fire set again the building exterior. WACO and WSAC staff for the WCB Management Committee have begun looking into fencing options, particularly for the downstairs entrance area. The other major impending expense is the WCB's failing tile roof. We are currently soliciting bids for repair or replacement. We hope to have estimates for the WCB Management Committee to consider at their late April / early May meeting in order to inform WACO 2025 budget development in May.

**Coordinating Education/Training for Counties**

On February 27<sup>th</sup>, WSAC Executive Director Eric Johnson and I are hosting a meeting of the Directors from MRSC, Department of Enterprise Services and the Washington Counties Risk Pool to discuss each of our organizations' plans for education / training for county leaders and personnel and discuss priorities and how we might best coordinate on topics and delivery. I will have an update on the outcomes of this meeting at the March Board meeting.

**State Audit by Washington State Auditor's Office (SAO)**

Every three years WACO is required (RCW 36.47.060) to submit to an accountability audit by the SAO. It differs from our internal financial audit as its focus is the organization's integrity with statute, administrative rules and our own policy / operating procedures. SAO launched our current audit in mid-November, and we anticipate its completion by mid-January. Tiffin and I will be meeting with the SAO staff conducting the audit on a weekly basis and devoting necessary time to producing required responses and evidence.

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

# WACO 2023-2027 Strategic Plan Implementation





## MARCH 2024 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
<del>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</del>	<del>Annually – late May beginning 2024</del>		<del>Collaborating with WSAC on formation of “Counties Futures Think Tank” – Thus far not tremendous interest in necessary investments of time and potentially fees for forecasting expertise</del>
Establish and maintain a long-term cross-affiliate legislative agenda anticipating future cross affiliate policy issues.	Annually - ongoing		Postponed from Board retreat onto Spring or Summer 2024 – potential agenda item for next President
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		Held during breakfast at conference – distracting – will considering different time in conjunction with conference next year
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

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

Per Legislative Action Plan – take advantage of fall committee meetings	Annually September - November		Attending Dec cmttee meetings; meeting with legislators. Worked in staff on resources related to a committee meeting on special purpose district elections
Affiliate proposals for WACO priority legislation	Annually August 29-September 26		Timeline set and communicated to affiliates
Per Legislative Action Plan - Legislative session advocacy and support / WACO Day on the Hill	Annually January – March/April		Encouraging / supporting member outreach to legislators during interim; trying new Day on Hill model – key legislators invited to meet with full group in Columbia Room. Will also arrange individual appointments and strategic meetings related to WACO priorities

#### 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.**

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

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		<p>2023/24 trainings -</p> <ul style="list-style-type: none"> <li>• Uniform Unclaimed Property Act</li> <li>• Effective Delegation</li> <li>• Managing Stress, Time &amp; Energy for Leaders</li> <li>• Electronic Records Best Practices</li> <li>• Basic Accounting and Budget Management</li> <li>• Outside Legal Council</li> <li>• Funding for Staff</li> <li>• Recruitment and Retention</li> <li>• Elected County Officials Ethics</li> <li>• Working with Commissioners</li> </ul> <p>Trainings scheduled/pending-scheduling for 2023-2024</p> <ul style="list-style-type: none"> <li>• Legal Representation for Elected Officials (11/29/23 presented by Greg Banks, Island County Prosecutor)</li> <li>• Working with Labor (currently being developed by Maria Apointe)</li> <li>• RFP/RFQ Best Practices and How To (to be presented by MRSC in early 2024)</li> <li>• Managing and Improving Employee Morale and Wellness (pending speaker selection)</li> </ul>

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

			<ul style="list-style-type: none"> <li>Effective Performance Measures (pending speaker selection)</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		Low attendance at cohort gatherings. NEO committee met to discuss core curriculum, but no progress / affiliate reluctance to connect materials to the Hub
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 consider EO and staff proposal for ala carte service offerings, including cost and contracting models	Spring / summer 26 for 2026 annual conference roll-out		

#### Supporting documents –

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

## 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			Board discussion July 24
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 cost savings and convenience to members	Launch Spring 2023		Lacking staff time to launch this – working on inclusion in work plan
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.	April 2026 based on March 2024/25 annual survey data – for May 25 EO / budget committee and July 25 Board decision and 2025 annual		

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Board consider EO and staff proposal for ala carte service offerings, including cost and contracting models	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 for 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		JW individual meetings ongoing 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 meetings	In conjunction with Annual Conference; quarterly via Zoom		Hosted breakfast at WACO Conference – future consideration of different time slot / breakfast not good timing
Explore citizen perception of county official roles to inform cross-affiliate and cross-organization	2024		Polling?

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

communication and outreach. Consider contracting with polling firm			
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#### 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 into 2024. Being more deliberate on linkages between packed lunch, social media, CHJ and other trainings
Provide Board strengthened member outreach methods and resources for assessing varying needs in category counties	As part of TAL plan		
WACO committee and staff design and implement sustained NEO activities and support	Convene NEO committee Spring 2023		NEO cohort gathering poorly attended, but individual outreach to NEOs and their return interaction strong. Organization responsive to their identified needs.

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

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		Ongoing
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### 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 completed Nov 23; final, Sheriffs KYCO underway
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 – need another round of push on Wilco visits

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



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		Completed
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		Completed - 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.



## MEMORANDUM



**DATE:** February 22, 2024  
**TO:** WACO Board of Trustees  
**FROM:** Timothy Grisham, Deputy Director  
**SUBJECT:** DEPUTY DIRECTOR REPORT

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**BACKGROUND INFORMATION:** Work on a refresh to the Treasurers (WSACT) section of the [countyofficials.org](http://countyofficials.org) website continues. The WSACT Web Committee has continued to meet and provide requested changes to their platform. The project scope is to update both their portion of the website and their intranet.

### *KNOW YOUR COUNTY OFFICIALS*

WACO is working with Thurston County Sheriff Derek Sanders to schedule recording the Sheriffs' Know Your County Officials video. This video would mark the seventh video and complete one for each affiliate. The project next pivots toward topic specific videos for the affiliates.

### *COMMUNICATIONS ANALYTICS*

We continue to see a decrease in reach for Twitter (now called "X"). 2023, for the second year in a row we have seen a decrease in reach for our Twitter posts. The nearly 30% decrease is interesting considering consistent changes to the algorithm, as well as a large exodus of users due to changes in the platform's corporate governance and philosophical changes. However, more interesting is the monthly volatility in reach – as 2023 also saw a slight increase in the year's median reach.

While we have not abandoned usage of the social media platform – WACO staff has increased targeted direct communications with members to increase engagement to a high level of success.

In 2023 the WACO website received 67% more views than 2022, with an increase of 5% for returning visitors.

**RECOMMENDED ACTION:** Information Only



## MEMORANDUM



**DATE:** February 27, 2024

**TO:** WACO Board of Trustees

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

**SUBJECT:** FINANCIAL REPORTS AS OF DECEMBER 31, 2023

**SUMMARY:** The following bank statement ending balances are true as of December 31, 2023

Institution	Account ID	Total Statement Balances	Notes
<b>Key Bank</b>		<b>\$729,754.45</b>	
	Ckg #6577	\$717,743.76	Checking
	Ckg #9986	\$12,010.69	Donor Reserve – Scholarship Acct
<b>Seattle Bank</b>	Certificate #6516	<b>\$171,006.39</b>	Matures 11/14/24 (3.80%)
Total Cash on Hand:		\$900,760.84	
Total Reserve:		\$499,700.00	
Total Operating:		\$243,148.59	
Total Designated/Capital Funds:		\$136,843.31	
Total Unexpended Funds:		\$4,957.85	
Total Networking Funds:		\$4,100.40	
Total Scholarship Funds:		\$12,010.69	

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

As of 12/31/2023

Current Assets											
Operating Cash & Equivalents											
Checking: Key Bank - Operating Acct 48206577	1010	234,499.28	4,957.85	336,136.23	100,579.61	7,356.29	0.00	4,100.40	6,141.09	22,766.32	716,537.07
INACTIVE - MM: Key Bank - Acct 47183003706	1015	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
INACTIVE - MM: Key Bank - Un/Designated Acct 47183004092	1016	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
INACTIVE - Savings: Key Bank - Acct 471482021071	1020	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
INACTIVE - Ckg: WSECU - WACO/WSAC Scholarship Acct	1041	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Ckg: Key Bank - WACO Scholarship - Acct 471481009986	1042	0.00	0.00	0.00	0.00	0.00	12,010.69	0.00	0.00	0.00	12,010.69
INACTIVE - Ckg: Key Bank - Networking - Acct 471481009911	1070	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Cash (Deposits in Transit)	1090	1,206.69	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,206.69
Credit Card AP Clearing	2011	(1,796.80)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	(1,796.80)
Total Operating Cash & Equivalents		233,909.17	4,957.85	336,136.23	100,579.61	7,356.29	12,010.69	4,100.40	6,141.09	22,766.32	727,957.65
Board Reserve Cash Funds											
INACTIVE - CD: Key Bank - Acct 7422	1000	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
INACTIVE - CD: Alaska FCU - Acct 3832	1030	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CD: Seattle Bank - Acct 60296516	1031	7,442.62	0.00	163,563.77	0.00	0.00	0.00	0.00	0.00	0.00	171,006.39
INACTIVE - CD: Seattle Bank - Acct 60303215	1031-1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
INACTIVE - SVG: TwinStar - Acct 52540300	1035	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
INACTIVE - CD: Twin Star - CD 525403 \$40	1035-1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
INACTIVE - CD: 1st Security Bank - Acct 06091	1040	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
INACTIVE - CD: 1st Security Bank - Acct 07720	1040-1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
INACTIVE - SVG: 1st Security Bank - Acct 5151814500	1040-2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
INACTIVE - CKG: 1st Security Bank - Acct 5151814510	1040-3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Board Reserve Cash Funds		7,442.62	0.00	163,563.77	0.00	0.00	0.00	0.00	0.00	0.00	171,006.39
Accounts Receivable											
Accounts Receivable	1200	3,298.46	0.00	0.00	0.00	0.00	(23.23)	0.00	0.00	0.00	3,275.23
Total Accounts Receivable		3,298.46	0.00	0.00	0.00	0.00	(23.23)	0.00	0.00	0.00	3,275.23
Accounts Receivable - Misc											
AR Miscellaneous	1250	20,500.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	20,500.00
AR Misc Other	1251	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WAPA/WAPA SEP Pass-through	1350	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Due to/from other funds	1900	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Clearing Temporary Account	2520	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Scholarship Fund Clearing Acct	2521	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Clearing Account - Conf Related	2522	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Payroll Service Bureau Clearing	2550	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Accounts Receivable - Misc		20,500.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	20,500.00
Prepays											
Prepays	1280	11,721.58	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	11,721.58
Total Prepays		11,721.58	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	11,721.58
Total Current Assets		276,871.83	4,957.85	499,700.00	100,579.61	7,356.29	11,987.46	4,100.40	6,141.09	22,766.32	934,460.85
Fixed Assets											
Furniture, Equipment, Website											
Fixed Assets - Furniture & Equipment	1400	45,762.83	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	45,762.83
Total Furniture, Equipment, Website		45,762.83	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	45,762.83
Accumulated Depreciation											
Accumulated Depreciation	1450	(31,002.55)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	(31,002.55)
Total Accumulated Depreciation		(31,002.55)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	(31,002.55)
Total Fixed Assets		14,760.28	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	14,760.28
Other Assets											
WCB Partnership											
WA Counties Building Partnership	1500	138,177.92	0.00	0.00	5,420.39	0.00	0.00	0.00	0.00	0.00	143,598.31
Total WCB Partnership		138,177.92	0.00	0.00	5,420.39	0.00	0.00	0.00	0.00	0.00	143,598.31
Total Other Assets		138,177.92	0.00	0.00	5,420.39	0.00	0.00	0.00	0.00	0.00	143,598.31
Total Assets		429,810.03	4,957.85	499,700.00	106,000.00	7,356.29	11,987.46	4,100.40	6,141.09	22,766.32	1,092,819.44
Liabilities and Net Assets											
Liabilities											
Accounts Payable											
Accounts Payable	2000	5,016.21	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8,838.90	13,855.11
Accounts Payable (GL SYSTEM)	2005	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
DOR - Use Tax Payable	2010	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Contracts Payable/Receivable	2510	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Accounts Payable		5,016.21	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8,838.90	13,855.11
Accrued Payroll Liabilities											
Salary and Wages Payable	2100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Payroll - Health Insurance Payable	2110	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Payroll - HSA Contribution Payable	2120	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Payroll - HRA Contribution Payable	2121	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Payroll - Retirement Plan Payable	2130	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Payroll - Accrued Vacation Payable	2190	72,759.66	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	72,759.66

Payroll - SUI and FUTA Payable	2200	20,500.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	20,500.00
Payroll - Federal Tax Withholding Payable	2210	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Payroll - FICA (SS & MC) Payable	2220	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Payroll - Labor & Industries (Work Comp) Payable	2240	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Payroll - Paid Family Medical Leave Payable	2241	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Accrued Payroll Liabilities		93,259.66	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	93,259.66
Deferred Revenue											
INACTIVE - Deferred Revenue - Dues-Quarterly	2310	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
INACTIVE - Deferred Revenue - Other	2320	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Deferred Revenue		<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Liabilities		98,275.87	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8,838.90	107,114.77
Net Assets											
Beginning Net Assets											
Interfund Balances / Transfers	1901	(6,875.00)	0.00	0.00	0.00	0.00	0.00	0.00	1,875.00	5,000.00	0.00
Net Assets	3000	304,227.88	0.00	0.00	0.00	0.00	(2,373.41)	0.00	0.00	0.00	301,854.47
Cash To Carry-Forward	3001	(40,500.00)	<u>0.00</u>	<u>0.00</u>	<u>10,000.00</u>	<u>7,500.00</u>	<u>0.00</u>	<u>0.00</u>	<u>6,000.00</u>	<u>17,000.00</u>	<u>0.00</u>
Total Beginning Net Assets		256,852.88	0.00	0.00	10,000.00	7,500.00	(2,373.41)	0.00	7,875.00	22,000.00	301,854.47
Without Donor Restrictions											
Operating: Unexpended - Board Unrestricted	3010-20	40,000.00	4,957.85	0.00	0.00	0.00	0.00	0.00	0.00	0.00	44,957.85
Operating: Board Reserve	3010-21	0.00	0.00	500,000.00	0.00	0.00	0.00	0.00	0.00	0.00	500,000.00
Capital: Building Maint Reserve	3010-30	0.00	0.00	0.00	96,000.00	0.00	0.00	0.00	0.00	0.00	96,000.00
Capital: Tech & Equip Replacement Reserve	3010-31	0.00	0.00	0.00	0.00	1,498.78	0.00	0.00	0.00	0.00	1,498.78
Designated: Conference - NEO Reserve	3010-50	0.00	0.00	0.00	0.00	0.00	0.00	(8,084.67)	0.00	(8,084.67)	
Designated: Prof Fees Audit Reserve	3010-51	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>766.32</u>	<u>766.32</u>
Total Without Donor Restrictions		40,000.00	4,957.85	500,000.00	96,000.00	1,498.78	0.00	(8,084.67)	766.32		635,138.28
With Donor Restrictions											
WACO Scholarship Fund - Donor Reserve	3010-42	(174.33)	0.00	0.00	0.00	0.00	18,814.32	0.00	0.00	0.00	18,639.99
Conference Networking Fund - Donor Reserve	3010-70	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>4,100.40</u>	<u>0.00</u>	<u>0.00</u>	<u>4,100.40</u>
Total With Donor Restrictions		(174.33)	0.00	0.00	0.00	0.00	18,814.32	4,100.40	0.00	0.00	22,740.39
Current Year Excess (Deficit)		21,904.98	0.00	(300.00)	0.00	(1,642.49)	(4,453.45)	0.00	6,350.76	(8,838.90)	13,020.90
Total Net Assets		<u>318,583.53</u>	<u>4,957.85</u>	<u>499,700.00</u>	<u>106,000.00</u>	<u>7,356.29</u>	<u>11,987.46</u>	<u>4,100.40</u>	<u>6,141.09</u>	<u>13,927.42</u>	<u>972,754.04</u>
Total Liabilities and Net Assets		<u>416,859.40</u>	<u>4,957.85</u>	<u>499,700.00</u>	<u>106,000.00</u>	<u>7,356.29</u>	<u>11,987.46</u>	<u>4,100.40</u>	<u>6,141.09</u>	<u>22,766.32</u>	<u>1,079,868.81</u>

## Cash Forecast / Flow Projection Washington Assoc of County Officials

Starting date 1/1/2023  
Cash balance alert minimum 25,000

	Beginning	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Total
Cash on hand for Operating (beginning of month)	159,802	65,141	482,163	387,976	297,412	413,910	332,550	254,832	360,203	283,907	196,640	252,280	177,024	
		Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	

CASH RECEIPTS														
Membership Assessments		438,446	0	0	170,899	0	0	200,411	0	0	200,470	0	0	1,010,225
Wapa Allocations		-20,415	-20,415	-20,415	-20,415	-20,415	-20,415	-20,415	-20,415	-20,415	-20,415	-20,415	-20,415	-244,980
Contracts / Rental		2,463	2,533	2,463	2,463	2,628	2,513	2,541	2,434	2,441	2,378	2,441	2,422	29,719
Interest, other income		879	2,012	766	561	2,994	187	329	1,911	341	3,034	4,333	2,303	19,649
Conferences		73,571	0	0	30,571	400	9,400	20,959	11,850	11,850	1	6,086	0	164,687
<b>TOTAL CASH RECEIPTS</b>		494,943	-15,870	-17,186	184,079	-14,394	-8,315	203,824	-4,220	-5,784	185,467	-7,556	-15,690	979,299
<b>Total cash available</b>	159,802	560,084	466,293	370,790	481,490	399,517	324,235	458,656	355,984	278,123	382,107	244,724	161,333	

CASH PAID OUT														
Salaries / Benefits		54,144	50,932	52,535	44,389	47,657	47,821	64,316	49,458	54,029	45,660	51,539	51,089	613,569
Conferences		0	0	0	3,799	31	2,359	6,291	2,555	6,737	61,610	349	0	83,731
Education		515	0	0	0	0	0	0	0	0	0	0	0	515
Professional Fees		100	89	664	2,000	0	664	3,000	3,550	318	3,700	0	694	14,778
Legislative		13,258	10,000	6,000	6,000	6,139	6,000	6,000	6,000	6,000	6,000	6,000	6,000	83,397
Operations		8,670	8,670	8,761	8,864	8,989	8,964	9,282	8,886	8,797	8,619	8,877	9,192	106,569
Communications		515	515	1,048	526	526	526	1,872	526	526	376	376	376	7,708
Outreach		0	0	734	604	1,568	2,311	0	22	12	0	0	0	5,251
Insurance - Business		380	400	396	546	396	396	396	396	396	396	396	396	4,890
Travel - Board/Staff		0	160	3,045	655	1,464	198	7,132	520	4,505	1,712	0	13,152	32,542
Memberships/Subscriptions		339	677	197	197	197	164	164	164	164	1,753	164	164	4,345
Other expenses														0
Miscellaneous														0
<b>SUBTOTAL</b>		77,921	71,442	73,379	67,580	66,967	69,403	98,453	72,076	81,483	129,827	67,700	81,062	957,294
Equip Purch / WCB Cap improv														0
<b>TOTAL CASH PAID OUT</b>		77,921	71,442	73,379	67,580	66,967	69,403	98,453	72,076	81,483	129,827	67,700	81,062	957,294
<b>Subtotal Cash on hand (end of month)</b>	159,802	482,163	394,851	297,412	413,910	332,550	254,832	360,203	283,907	196,640	252,280	177,024	80,271	

OTHER OPERATING DATA														
Trx to Other Funds			-6,875											
Accounts receivable balance +	1,933													
Payroll Liability / SUI -	-20,500	0												
Accrued Vacation balance -	-63,779													
Accounts payable balance -	-12,315													
Total Designated Liability	-94,662	0	-6,875	0	0	0	0	0	0	0	0	0	0	
Available Cash for Next Month	65,141	482,163	387,976	297,412	413,910	332,550	254,832	360,203	283,907	196,640	252,280	177,024	80,271	

## YTD December 2023

## Members Assessments

Expense

## Salaries, Taxes, Benefits

[illegible]



Annual Conf - Supplies/Printing/Staff/Lodging	6540	3,155.70	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Conference Awards & Recognition	6545	<u>794.90</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Conferences		83,731.04	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Non-Conference Education										
Summer Ed/Training Exp - Members	6600	515.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Non-Conference Education		515.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Professional Fees										
Prof Fees - Acctg and Annual Audit	8100	11,077.90	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Prof Fees - State Audit - Every 3 Yrs	8101	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8,838.90	0.00
Prof Fees - Other	8105	<u>3,700.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Professional Fees		14,777.90	0.00	0.00	0.00	0.00	0.00	0.00	8,838.90	0.00
Legislative Advocacy										
Legislative/Advocacy - Contract Reps	8110	80,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Legislative Session Support - WACO Day on the Hill	8111	<u>3,396.86</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Legislative Advocacy		83,396.86	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Operations - General										
Office - Supplies/Printing/Software/Software Renewals	6000	119.99	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Office - Supplies	6000-1	2,639.46	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Office - Printing/Publications	6000-2	528.12	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Office - Software/Subscripits/Renewals	6000-3	3,842.85	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Office - Technology & Equipment	6000-4	118.08	0.00	0.00	0.00	1,642.49	0.00	0.00	0.00	0.00
Office - Postage/Shipping Fees	6100	41.60	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Office - Leased Space	7000	92,022.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Office - Telephone	7050	1,440.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Office - Equip Rental & Maint. Agreement	7200	4,596.94	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Office - Bank/Credit Card Fees/Penalty Fees	7300	1,065.22	0.00	300.00	0.00	0.00	0.00	0.00	0.00	0.00
Office - License Fees and Permits	7400	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Office - Property Taxes	7900	171.42	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Office - DOR / OLY B&O Taxes	7900-1	5.13	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Office - Miscellaneous Exp	8900	<u>(41.47)</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Operations - General		106,569.34	0.00	300.00	0.00	1,642.49	0.00	0.00	0.00	0.00
Operations - Communications										
Office - Technology & Communication	7100	<u>7,707.79</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Operations - Communications		7,707.79	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Operations - Outreach										
Membership Outreach	8000	<u>5,266.58</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Operations - Outreach		5,266.58	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Operations - Insurance										
Office - Insurance - WACO	7800	<u>4,890.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Operations - Insurance		4,890.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Operations - Travel										
Travel Expenses - Board - Contg Ed/Training/Travel	8500	23,883.71	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Travel Expenses - Staff - Contg Ed/Training/Travel	8550	<u>8,658.07</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Operations - Travel		32,541.78	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Operations - Memberships & Subscriptions										
Office - Memberships & Subscriptions	7410	<u>4,344.50</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Operations - Memberships & Subscriptions		4,344.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Scholarship										
Scholarship Awards Paid Out	8400	0.00	0.00	0.00	0.00	0.00	9,000.00	0.00	0.00	0.00
Scholarship Misc Expenses	8401	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>560.72</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>

Total Scholarship		<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>9,560.72</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Expense		<u>957,309.23</u>	<u>0.00</u>	<u>300.00</u>	<u>0.00</u>	<u>1,642.49</u>	<u>9,560.72</u>	<u>0.00</u>	<u>8,838.90</u>	<u>0.00</u>
Depreciable Assets/Trx Funds										
Furniture & Equipment		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WCB Remodel/Update Funds		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Trx To/From Funds										
Due to/from other funds	1900	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Interfund Balances / Transfers	1901	<u>6,875.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>(1,875.00)</u>	<u>(5,000.00)</u>	<u>0.00</u>
Total Trx To/From Funds		<u>6,875.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>(1,875.00)</u>	<u>(5,000.00)</u>	<u>0.00</u>
Total Depreciable Assets/Trx Funds		6,875.00	0.00	0.00	0.00	0.00	0.00	(1,875.00)	(5,000.00)	0.00
Excess (Deficit)		<u>15,029.98</u>	<u>0.00</u>	<u>(300.00)</u>	<u>0.00</u>	<u>(1,642.49)</u>	<u>(4,453.45)</u>	<u>8,225.76</u>	<u>(3,838.90)</u>	<u>0.00</u>



# Washington Association of COUNTY OFFICIALS

## 2023 YE Projection as of 12/31/2023

OPERATING FUND #10 - ONLY

GL

Prior Years Cash Carryforward 3000

Total Transfer/Carryover - Other Funds

### REVENUE

#### Members Assessments / Allotments

Membership Income - County Reimbursements 4000

WAPA Assessment Pass Through 8950

Total Members' Assessments / Allotments

#### Contracts

DSHS 4100

Partner Sponsorships 4101

Total Contracts

#### Conferences / Training / Education

##### Annual Conference

Conf Registration - Attendee 4200

Conf Registration - Elected Officials 4201

Conf Registration - Exhibitor 4210

Conf Registration - Sponsorships 4220

Conf Registration - Misc. Revenue 4225

Total Conferences

##### Non-Conference Education

Summer Ed/Training - Sponsors 4320

Total Non-Conference Education

#### Rental

Rental Income - WAPA 4600

Total Rental Receipts

#### Miscellaneous

Interest Income 4800

Miscellaneous Income / Restitution 4900

Total Miscellaneous

Total Revenue + Fund Balance Carryover

1/1/2023 - 1/31/2023	2/1/2023 - 2/28/2023	3/1/2023 - 3/31/2023	4/1/2023 - 4/30/2023	5/1/2023 - 5/31/2023	6/1/2023 - 6/30/2023	7/1/2023 - 7/31/2023	8/1/2023 - 8/31/2023	9/1/2023 - 9/30/2023	10/1/2023 - 10/31/2023	11/1/2023 - 11/30/2023	12/1/2023 - 12/31/2023	TOTAL 2023 ACTUAL SO FAR	2023 APPROVED BUDGET	VARIANCE TO BUDGET (RED) = Deficit
ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL			
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0	0
438,445.75			170,898.75			200,411.00			200,469.50			1,010,225.00	1,010,224	1
(20,415.00)	(20,415.00)	(20,415.00)	(20,415.00)	(20,415.00)	(20,415.00)	(20,415.00)	(20,415.00)	(20,415.00)	(20,415.00)	(20,415.00)	(20,415.00)	(244,980.00)	(244,979)	(1)
418,030.75	(20,415.00)	(20,415.00)	150,483.75	(20,415.00)	(20,415.00)	179,996.00	(20,415.00)	(20,415.00)	180,054.50	(20,415.00)	(20,415.00)	765,245.00	765,245	0
85.00	155.00	85.00	85.00	250.00	135.00	162.50	56.25	62.50		62.50	43.75	1,182.50	1,800	(618)
												0.00	10,000	(10,000)
85.00	155.00	85.00	85.00	250.00	135.00	162.50	56.25	62.50	0.00	62.50	43.75	1,182.50	11,800	(10,618)
73,570.75			29,570.75	400.00	400.00	1,600.00				3,087.08		5,487.08	4,875	612
			1,000.00		5,000.00	9,300.00	3,900.00	6,850.00	1.00	2,999.00		103,200.00	103,200	0
					4,000.00	10,000.00	7,950.00	5,000.00				29,050.00	30,000	(950)
												26,950.00	15,000	11,950
73,570.75	0.00	0.00	30,570.75	400.00	9,400.00	20,958.50	11,850.00	11,850.00	1.00	6,086.08	0.00	164,687.08	153,075	11,612
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4,000	(4,000)
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4,000	(4,000)
2,378.00	2,378.00	2,378.00	2,378.00	2,378.00	2,378.00	2,378.00	2,378.00	2,378.00	2,378.00	2,378.00	2,378.00	28,536.00	28,536	0
2,378.00	2,378.00	2,378.00	2,378.00	2,378.00	2,378.00	2,378.00	2,378.00	2,378.00	2,378.00	2,378.00	2,378.00	28,536.00	28,536	0
239.89	1,685.10	111.97	233.97	1,684.98	186.55	329.34	1,671.30	340.60	2,553.74	4,092.80	2,302.83	15,433.07	4,553	10,880
638.81	327.14	654.26	327.14	1,308.52			239.92		479.85	239.92		4,215.56	2,400	1,816
878.70	2,012.24	766.23	561.11	2,993.50	186.55	329.34	1,911.22	340.60	3,033.59	4,332.72	2,302.83	19,648.63	6,953	12,696
494,943.20	(15,869.76)	(17,185.77)	184,078.61	(14,393.50)	(8,315.45)	203,824.34	(4,219.53)	(5,783.90)	185,467.09	(7,555.70)	(15,690.42)	979,299.21	969,609	9,690



# Washington Association of COUNTY OFFICIALS

## 2023 YE Projection as of 12/31/2023

OPERATING FUND #10 - ONLY

### EXPENSE

#### Salaries / Taxes / Benefits

##### Salaries

Accrued Vacation	5005
Employee - Executive Director	5000
Employee - Dep Dir	5000
Employee - FAM	5000
Employee - MSM	5000
Subtotal Salaries & Wages	

##### Taxes / Benefits

Employee Payroll Benefits - Health Insurance	5110
Employee Payroll Benefits - HRA Contributions	5121
Employee Payroll Benefits - Retirement	5130
P/R Taxes - WA SUI (Accrued or paid)	5200
P/R Taxes - FUTA (n/a 501c3)	5200
P/R Taxes - FICA (SS & MC)	5210
P/R Taxes - Labor & Industries (Workers Comp)	5240
Total Salaries, Taxes, Benefits	

#### Conferences

##### Annual Conference

Annual Conf - Facility/Equip Rental	6500
Annual Conf - Food/Catering/Awards Banquet	6510
Annual Conf - Outgoing President's Reception	6511
Annual Conf - Facilitators/Speakers/Trainers	6520
Annual Conf - Entertainment	6521
Annual Conf - Reg Platform/Processing Fees	6530
Annual Conf - Printing/Supplies/Staff Lodging	6540
Annual Conf - Networking Supplies	6541
Awards & Recognition	6545
Total Conference	

##### Non-Conference Education

Summer Education/Training - Members	6600
Total Non-Conference Education	

#### Professional Fees - Acctg/Auditing/PR

Aiken Sanders - Annual Audit / 990 Prep	8100
Trowe/Kestra/Gallagher - 401k Financial Fees	8100
AATRIX - 941/942/W2/1099/1096 Processing	8100
Professional Fees - Other	8105
Total Professional Fees	

#### Legislative Advocacy

Contract - Legislative/Advocacy	8110
Legislative Sessions Support Waco Day Hill	8111
Legislative Sessions Support/Admin	8120
Total Legislative Advocacy	

												TOTAL 2023			
1/1/2023 - 1/31/2023	2/1/2023 - 2/28/2023	3/1/2023 - 3/31/2023	4/1/2023 - 4/30/2023	5/1/2023 - 5/31/2023	6/1/2023 - 6/30/2023	7/1/2023 - 7/31/2023	8/1/2023 - 8/31/2023	9/1/2023 - 9/30/2023	10/1/2023 - 10/31/2023	11/1/2023 - 11/30/2023	12/1/2023 - 12/31/2023	ACTUAL SO FAR	2023 APPROVED BUDGET	VARIANCE TO BUDGET	
ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL				(RED) = Deficit
5,783.26	3,167.66	3,910.54	(3,165.42)	(333.00)	(184.41)	9,984.00	(2,919.00)	1,050.05	(6,216.98)	(1,651.15)	(1,626.56)	7,798.99	24,000	16,201	
12,775.00	12,775.00	12,775.00	12,775.00	12,775.00	12,775.00	15,122.00	15,122.00	15,122.00	15,122.00	15,122.00	15,122.00	167,382.00	149,448	(17,934)	
10,173.00	10,173.00	10,173.00	10,173.00	10,173.00	10,173.00	11,982.00	11,982.00	11,982.00	11,982.00	12,521.00	12,521.00	134,008.00	117,696	(16,312)	
5,766.00	5,766.00	5,766.00	6,026.00	6,026.00	6,026.00	6,026.00	6,026.00	6,026.00	6,026.00	6,026.00	6,026.00	71,532.00	71,534	2	
5,767.54	5,767.54	6,026.00	6,026.00	6,026.00	6,026.00	6,026.00	6,026.00	6,026.00	6,026.00	6,026.00	6,026.00	71,795.08	71,534	(261)	
40,264.80	37,649.20	38,650.54	31,834.58	34,667.00	34,815.59	49,140.00	36,237.00	40,206.05	32,939.02	38,043.85	38,068.44	452,516.07	434,212	(18,304)	
6,325.06	6,325.06	6,776.92	6,478.08	6,485.28	6,478.08	6,478.08	6,478.08	6,478.08	6,478.08	6,478.08	6,478.08	77,736.96	80,220	2,483	
1,170.44	1,170.44	1,170.44	1,170.44	1,170.44	1,170.44	1,170.44	1,170.44	1,170.44	1,170.44	1,170.44	1,170.44	14,045.28	14,340	295	
3,019.75	2,823.58	2,898.80	2,387.60	2,600.01	2,611.18	3,685.50	2,717.77	3,015.45	2,470.43	2,853.29	2,855.14	33,938.50	30,776	(3,163)	
												0.00	0	0	
												0.00	0	0	
3,079.36	2,879.30	2,953.60	2,433.79	2,650.43	2,661.82	3,757.64	2,770.57	3,074.21	2,518.26	2,908.79	2,432.35	34,120.12	31,380	(2,740)	
84.24	84.24	84.31	84.24	84.24	84.31	84.24	84.24	84.31	84.24	84.24	84.31	1,011.16	720	(291)	
54,144	50,932	52,535	44,389	47,657	47,821	64,316	49,458	54,029	45,660	51,539	51,089	613,568.77	591,648	(21,921)	
								1,750.00	13,112			14,862.35	33,100	18,238	
							(390.00)	(958.35)	38,348			36,999.32	28,000	(8,999)	
						498.41	32.82	(22.59)	6,940			7,448.81	7,500	51	
					2,000.00	4,000.00	2,500.00	1,672.92	3,230			13,402.96	13,500	97	
						633.00		2,635.00				3,268.00	3,000	(268)	
			3,799.00									3,799.00	6,300	2,501	
				30.65	358.91	1,129.19	167.46	1,159.12	(20)	330.37		3,155.70	2,500	(656)	
												0.00	300	300	
						30.65	244.66	501.03		18.56		794.90	1,500	705	
0.00	0.00	0.00	3,799.00	30.65	2,358.91	6,291.25	2,554.94	6,737.13	61,610.23	348.93	0.00	83,731.04	95,700	11,969	
515.00												515.00	1,500	985	
515.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	515.00	1,500	985	
		663.64	2,000.00		663.64	3,000.00	3,550.00	318.18			693.64	8,550.00	8,000	(550)	
												2,339.10	2,300	(39)	
99.80	89.00											188.80	275	86	
									3,700.00			3,700.00	0	(3,700)	
99.80	89.00	663.64	2,000.00	0.00	663.64	3,000.00	3,550.00	318.18	3,700.00	0.00	693.64	14,777.90	10,575	(4,203)	
10,000.00	10,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	80,000.00	80,000	0	
3,257.79				139.07								3,396.86	3,500	103	
												0.00	0	0	
13,257.79	10,000.00	6,000.00	6,000.00	6,139.07	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	83,396.86	83,500	103	



# Washington Association of COUNTY OFFICIALS

## 2023 YE Projection as of 12/31/2023

OPERATING FUND #10 - ONLY

EXPENSE (con't)

GL

### Operations

Supplies/Printing	6000
Software/Software Renewals	6000-3
Tech & Equipment	6000-4
Postage & UPS	6100
Office Lease	7000
Telephone - Office / Cells	7050
Equipment Rental & Maint. Agree.	7200
Fees - Banking	7300
License Fees and Permits	7400
Property Taxes / B&O Taxes	7900
Miscellaneous	8900
<b>Total Operations</b>	

### Communications

Vimeo - Video Sharing	7100
Sparko Cam License	7100
Zoom Meeting - Web Conf Service	7100
CivicPlus - Website Platform	7100
WSAC Media Sharing	7100
Survey Monkey - Survey Service	7100
Blu Hosting - Website domains - Clerks/WACO	7100
Social Media Archiving	7100
<b>Total Communications</b>	

### Outreach

Membership Outreach	8000
<b>Total Outreach</b>	

### Insurance - Business

Insurance - WACO	7800
<b>Total Insurance</b>	

### Travel

Travel Expense - Board Mtg/Training/Travel	8500
Travel Expenses - Staff -Contg Ed/Training/Travel	8550
<b>Total Travel</b>	

### Memberships and Subscriptions

Assoc of Wa Cities - Cty Salary Survey	7410
NCCAE / NACO	7410
LOBBYGOV - Organization Team Plan	7410
3CMA-County Comm/Marketing/Others	7410
Survey Monkey	7410
Other - Miro Board	7410
<b>Total Memberships and Subscriptions</b>	

### Total Expense

### ADD THESE FUNDS FOR INCLUSION IN BUDGET NEEDED IN THE UPCOMING YEAR

#### Designated Funds Income Requirements:

Fund 20: Undesignated Funds	
Fund 30:WCB Capital Reserve: WCB - Bldg Maint Reserve	
Fund 31:T&E: Tech/Equipment Replacement	
Fund 51:Prof Fees: SAO_Legal Fees	
Fund 50:Conf: Newly Elected Officers	

### DEFICIT/PROFIT

1/1/2023 - 1/31/2023	2/1/2023 - 2/28/2023	3/1/2023 - 3/31/2023	4/1/2023 - 4/30/2023	5/1/2023 - 5/31/2023	6/1/2023 - 6/30/2023	7/1/2023 - 7/31/2023	8/1/2023 - 8/31/2023	9/1/2023 - 9/30/2023	10/1/2023 - 10/31/2023	11/1/2023 - 11/30/2023	12/1/2023 - 12/31/2023	TOTAL 2023 ACTUAL SO	2023 APPROVED	VARIANCE TO
ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	FAR	BUDGET	BUDGET
														(RED) = Deficit
159.42	151.48	139.37	9.86	423.90	204.74	763.70	367.32	283.19	68.69	190.97	524.93	3,287.57	3,000	(288)
301.43	307.91	307.91	570.71	324.21	558.21	307.91	307.91	275.31	307.91	307.91	307.91	4,185.24	6,220	2,035
										118.08		118.08	0	(118)
										41.60		41.60	250	208
7,668.50	7,668.50	7,668.50	7,668.50	7,668.50	7,668.50	7,668.50	7,668.50	7,668.50	7,668.50	7,668.50	7,668.50	92,022.00	92,022	0
120.00	120.00	120.00	120.00	120.00	120.00	120.00	120.00	120.00	120.00	120.00	120.00	1,440.00	1,440	0
375.26	375.60	375.60	375.60	375.60	375.60	375.60	375.60	398.12	398.12	398.12	398.12	4,596.94	4,600	3
45.50	46.30	46.25	46.40	56.30	36.45	46.29	46.65	51.35	170.25	145.60	327.88	1,065.22	600	(465)
				20.00								20.00	30	10
		103.22	73.33									176.55	300	123
		0.07			0.09			0.08			(41.71)	(41.47)	451	492
8,670.11	8,669.79	8,760.92	8,864.40	8,988.51	8,963.59	9,282.00	8,885.98	8,796.55	8,733.47	8,990.78	9,305.63	106,911.73	108,913	2,001
												0.00	100	100
												0.00	100	100
						1,346.31						1,346.31	1,800	454
365.00	365.00	365.00	376.00	376.00	376.00	376.00	376.00	376.00	376.00	376.00	376.00	4,479.00	4,425	(54)
149.97	149.97	149.97	149.97	149.97	149.97	149.97	149.97	149.97	149.97	149.97	149.97	1,799.64	2,000	200
												0.00	460	460
		532.75										532.75	375	(158)
												0.00	2,988	2,988
514.97	514.97	1,047.72	525.97	525.97	525.97	1,872.28	525.97	525.97	525.97	525.97	525.97	8,157.70	12,248	4,090
		733.99	604.49	1,567.95	2,310.73	15.51	21.88	12.03				5,266.58	5,000	(267)
0.00	0.00	733.99	604.49	1,567.95	2,310.73	15.51	21.88	12.03	0.00	0.00	0.00	5,266.58	5,000	(267)
380.00	400.00	396.00	546.00	396.00	396.00	396.00	396.00	396.00	396.00	396.00	396.00	4,890.00	4,900	10
380.00	400.00	396.00	546.00	396.00	396.00	396.00	396.00	396.00	396.00	396.00	396.00	4,890.00	4,900	10
		BOD 2,595.91	654.50	Bdgt 1,413.19	198.48	BOD 5,814.18		BOD 910.11	1,025.70		BOD 11,271.64	23,883.71	25,000	1,116
	159.63	449.00		50.86		1,317.44	519.50	3,594.55	686.30		1,880.79	8,658.07	18,000	9,342
0.00	159.63	3,044.91	654.50	1,464.05	198.48	7,131.62	519.50	4,504.66	1,712.00	0.00	13,152.43	32,541.78	43,000	10,458
												0.00	2,000	2,000
												0.00	1,250	1,250
164.10	164.10	164.10	164.10	164.10	164.10	164.10	164.10	164.10	164.10	164.10	164.10	1,969.20	2,000	31
175.00									1,589.29			1,764.29	500	(1,264)
	512.46											512.46	0	(512)
		32.85	32.85	32.85								98.55	0	(99)
339.10	676.56	196.95	196.95	196.95	164.10	164.10	164.10	164.10	1,753.39	164.10	164.10	4,344.50	5,750.00	1,405.50
77,921.10	71,441.77	73,378.74	67,580.04	66,966.55	69,402.84	98,468.66	72,076.47	81,483.16	130,091.53	67,964.47	81,326.53	958,102	962,734	4,632
COMING YEAR														
														0
		5,000.00											5,000	
		1,875.00											1,875	
0.00	6,875.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6,875.00	0.00
417,022.10	(94,186.53)	(90,564.51)	116,498.57	(81,360.05)	(77,718.29)	105,355.68	(76,296.00)	(87,267.06)	55,375.56	(75,520.17)	(97,016.95)	21,197.35	0	14,322

**Washington Association of County Officials**  
Aged Payables by Invoice Date - 00 Aged Payables-Monthly  
Aging Date - 12/31/2023  
10 - Operating - Unrestricted  
From 12/1/2023 Through 12/31/2023

Vendor ID	Vendor Name	Invoice Number	Due Date	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
DEFINITI	DEFINITI LLC	EFT PPA-0009178CINV	1/30/2024	1,032.50	0.00	0.00	0.00	0.00	1,032.50
Total DEFINITI	DEFINITI LLC			1,032.50	0.00	0.00	0.00	0.00	1,032.50
Enterprise	EAN Holdings, LLC	EFT 34858125	1/10/2024	355.99	0.00	0.00	0.00	0.00	355.99
Total Enterprise	EAN Holdings, LLC			355.99	0.00	0.00	0.00	0.00	355.99
Gallagher Fiduciary	Gallagher Fiduciary Advisors	EFT 301703	1/30/2024	875.00	0.00	0.00	0.00	0.00	875.00
Total Gallagher Fiduciary	Gallagher Fiduciary Advisors			875.00	0.00	0.00	0.00	0.00	875.00
L&L Lufkin	L&L Lufkin, Inc	EFT 2023 12 LL	1/30/2024	437.50	0.00	0.00	0.00	0.00	437.50
Total L&L Lufkin	L&L Lufkin, Inc			437.50	0.00	0.00	0.00	0.00	437.50
LNI	Department of Labor and Industries	EFT LNI 2023 Q4	1/30/2024	433.15	0.00	0.00	0.00	0.00	433.15
Total LNI	Department of Labor and Industries			433.15	0.00	0.00	0.00	0.00	433.15
PAC AUTO	Pacific Office Automation INC	EFT 81417113	1/10/2024	0.00	398.12	0.00	0.00	0.00	398.12
Total PAC AUTO	Pacific Office Automation INC			0.00	398.12	0.00	0.00	0.00	398.12
PFML	Paid Family & Medical Leave Program	EFT PFML 2023 4Q	1/31/2024	648.23	0.00	0.00	0.00	0.00	648.23

**Washington Association of County Officials**  
Aged Payables by Invoice Date - 00 Aged Payables-Monthly  
Aging Date - 12/31/2023  
10 - Operating - Unrestricted  
From 12/1/2023 Through 12/31/2023

Vendor ID	Vendor Name	Invoice Number	Due Date	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
Total PFML	Paid Family & Medical Leave Program			648.23	0.00	0.00	0.00	0.00	648.23
Prada S	Stacie Prada	EFT 2023 12 BOT SP	1/10/2024	0.00	375.28	0.00	0.00	0.00	375.28
Total Prada S	Stacie Prada			0.00	375.28	0.00	0.00	0.00	375.28
WA Cares	Washington Cares Act	EFT WA Cares Act EE - 2023 4Q	1/31/2024	424.44	0.00	0.00	0.00	0.00	424.44
Total WA Cares	Washington Cares Act			424.44	0.00	0.00	0.00	0.00	424.44
Wallace J	Jennifer Wallace	EFT 2023 12 BOT JW	1/13/2024	0.00	36.00	0.00	0.00	0.00	36.00
Total Wallace J	Jennifer Wallace			0.00	36.00	0.00	0.00	0.00	36.00
		Total 10 - Operating - Unrestricted		4,206.81	809.40	0.00	0.00	0.00	5,016.21

**Washington Association of County Officials**  
Aged Payables by Invoice Date - 00 Aged Payables-Monthly  
Aging Date - 12/31/2023  
51 - Designated: Prof Fee - SAO\_Legal\_etc  
From 12/1/2023 Through 12/31/2023

Vendor ID	Vendor Name	Invoice Number	Due Date	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
SAO	State Auditor's Office	L157721	1/31/2024	0.00	128.10	0.00	0.00	0.00	128.10
		L158229	1/31/2024	0.00	2,113.65	0.00	0.00	0.00	2,113.65
		L158902	1/31/2024	0.00	6,597.15	0.00	0.00	0.00	6,597.15
Total SAO	State Auditor's Office			0.00	8,838.90	0.00	0.00	0.00	8,838.90
		Total 51 - Designated: Prof Fee - SAO_Legal_etc		0.00	8,838.90	0.00	0.00	0.00	8,838.90
Report Total				4,206.81	9,648.30	0.00	0.00	0.00	13,855.11



**Washington Association of County Officials**

Aged Receivables by Invoice Date

Aging Date - 12/31/2023

10 - Operating - Unrestricted

From 12/1/2023 Through 12/31/2023

Customer Name	Invoice Number	Invoice/Cr...	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
Conference Vendors	23-CONF-V10	9/26/2023	0.00	0.00	0.00	0.00	1,000.00	1,000.00
DSHS - Division of Child Support	23-Q4-1231	12/31/2023	481.25	0.00	0.00	0.00	0.00	481.25
WAPA	AJG-301703-1	12/31/2023	318.18	0.00	0.00	0.00	0.00	318.18
WAPA	AJG-301703-2	12/31/2023	238.64	0.00	0.00	0.00	0.00	238.64
WAPA	PPA-00009178-1	12/31/2023	375.45	0.00	0.00	0.00	0.00	375.45
WAPA	PPA-00009178-2	12/31/2023	281.59	0.00	0.00	0.00	0.00	281.59
Washington Association of Coroners & Medical Examiners	23-ABB-03	10/26/2023	0.00	0.00	0.00	603.35	0.00	603.35
Total 10 - Operating - Unrestricted			1,695.11	0.00	0.00	603.35	1,000.00	3,298.46

**Washington Association of County Officials**

Aged Receivables by Invoice Date

Aging Date - 12/31/2023

42 - WACO Scholarship Fund (WACOSF)

From 12/1/2023 Through 12/31/2023

Customer Name	Invoice Number	Invoice/Cr...	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
Thurston County Clerk	2023 12 11 WACOSF	1/9/2024	(23.23)	0.00	0.00	0.00	0.00	(23.23)
	Total 42 - WACO Scholarship Fund (WACOSF)		(23.23)	0.00	0.00	0.00	0.00	(23.23)
Report Total			1,671.88	0.00	0.00	603.35	1,000.00	3,275.23



## MEMORANDUM

**DATE:** February 27, 2024

**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:

#### 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:** *WACO continues to receive valuable direct feedback from the monthly check-ins. So far in 2024, WACO has been able to highlight the success of the San Juan County Sheriff's Office, the Pierce County Assessor-Treasurer's Office, and promote information of value to the Coroners/Medical Examiners regarding loan repayment programs through the Washington Health Corps for Forensic Pathologists.*

#### UPCOMING PROJECTS –

The WACO Member Services Manager will be working under direction of and in conjunction with the WACO Executive Director and Deputy Director to assess design of the WACO Education Hub to create an attractive space to facilitate partnerships of value to WACO and participating partner entities. This does not have an immediate deadline.