

2004-2018 ORGANIZATIONAL CONTEXT CHART

MEMBERS		FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Lawyers:	Total / Median Age <sup>i</sup>	29,199 / 47	30,061 / 47	30,963 / 48	31,912 / 48	32,635 / 48	33,444 / 49	34,034 / 49	34,554 / 49	35,023 / 49	35,477 / 50	36,296 / 50	37,373 / 50	38,162 / 48	38,540 / 50	38,739 / 49
	Active / Median Age	24,449 / 46	25,186 / 47	25,912 / 47	26,781 / 47	27,398 / 47	27,880 / 47	28,520 / 48	28,815 / 48	29,190 / 48	29,731 / 48	30,487 / 48	31,437 / 48	31,998 / 48	32,189 / 48	32,847 / 48
	Inactive / Median Age	3,671 / 48	3,740 / 49	3,875 / 50	3,920 / 50	4,001 / 51	4,279 / 51	4,208 / 52	4,416 / 52	4,676 / 53	4,628 / 53	4,695 / 54	4,834 / 55	5,073 / 55	5,224 / 55	5,387 / 56
	Voluntary Resign. / Median Age	204 / 50	168 / 52	181 / 53	246 / 56	277 / 58	255 / 58	391 / 57	405 / 62	440 / 60	454 / 63	488 / 63	524 / 63	606 / 64	596 / 66	642 / 65
	Pro Hac Vice	data unavailable	380	517	480	488	506	481	664	623	624	590	638	365	532	584
Limited Practice Officers:	1,250	1,300	1,349	1,403	1,370	1,291	1,207	1,130	1,069	1,027	1,003	968	963	950	974	
Limited License Legal Technicians:	introduced 2015												3	16	24	38
Section Members:	8,236	8,324	8,132	8,739	7,747	7,770	9,497	9,815	9,861	9,968	10,196	10,150	10,617	10,819	10,156	
Volunteers:	Positions <sup>ii</sup>	data unavailable						1,151	1,039	912	895	827	850	784	827	827
	CLE Volunteers	data unavailable												614	562	621
	Public Service <sup>iii</sup>	data unavailable						1,036	1,194	815	759	862	899	949		
	Pro Bono Hours (lawyers / hrs. reported on license form)	data unavailable			4,831 / 286,562	4,226 / 296,776	5,415 / 359,728	5,639 / 371,578	3,905 / 282,575	3,712 / 261,402	4,370 / 280,176	5,515 / 351,935	6,051 / 362,846	4,795 / 327,933	4,902 / 345,525	3,667 / 269,748
REGULATORY FUNCTIONS		FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Lawyer Admissions:	All applicants	1,765	1,772	1,821	1,771	1,736	1,674	1,739	1,713	1,694	1,855	2,091	1,956	1,751	1,875	1,761
	Admissions (by: exam / motion / transfer)	939 / 248 / 0	987 / 270 / 0	951 / 263 / 0	1,116 / 302 / 0	973 / 243 / 0	982 / 235 / 0	948 / 249 / 0	926 / 229 / 0	932 / 246 / 0	880 / 292 / 9	1,023 / 393 / 65	893 / 726 / 87	833 / 559 / 96	750 / 530 / 105	645 / 535 / 139
Licensing: (calendar year)	MCLE Form 1: <sup>iv</sup>	17,399	15,675	15,777	16,313	18,104	20,041	18,472	19,147	19,536	19,002	19,794	19,330	21,954	22,098	20,086
	Hardship Exemptions	introduced FY11						169	130	140	115	107	115	101	94	
	Payment Plan	introduced FY13						46	61	59	54	65	60			
Discipline: (calendar year)	Consumer Affairs <sup>v</sup>	13,575	11,525	11,379	11,646	11,379	10,360	7,851	6,409	5,098	8,503	6,608	6,694	5,652	5,311	4,669
	Grievances	1,938	1,935	1,847	2,029	1,904	1,769	2,144	2,156	2,329	2,228	2,165	2,081	1,830	1,894	1,965
	Diversions	32	74	69	63	43	22	38	42	34	30	32	28	15	11	26
	Actions Imposed (total / disbarments / suspensions)	76 / 19 / 24	83 / 13 / 32	69 / 23 / 26	73 / 25 / 26	81 / 18 / 26	62 / 16 / 20	93 / 26 / 24	74 / 28 / 18	85 / 32 / 21	95 / 32 / 31	71 / 23 / 34	74 / 19 / 27	70 / 21 / 31	88 / 32 / 35	72 / 27 / 28
Random Exams: Lawyers / calendar year	69	54	78	40	6	59	100	45	20	0	0	121	79	80	78	
Rule 9 Interns:	497	376	413	424	479	393	397	432	464	405	378	322	312	282	285	
Law Clerks:	36	49	47	42	41	44	49	57	60	60	67	71	72	95	81	
Client Protection Fund:(applications/ payments <sup>vi</sup> )	84 / \$313,721	47 / \$147,247	66 / \$468,696	34 / \$539,789	43 / \$899,672*	33 / \$449,050	78 / \$554,270	72 / \$1,003,458*	39 / \$378,574	45 / \$423,508	44 / \$337,160	59 / \$495,218	44 / \$253,228	47 / \$439,273	46 / \$926,434	
Unauthorized Complaints (filed / dismissed)	46/19	37/4	41/13	32/10	34/20	54/18	60/19	61/31	43/15	62/28	52 / 34	no data <sup>vii</sup>	44 / 49 <sup>viii</sup>	30/10	28 / 9	
Practice Law: Referral / Deferral Letters <sup>ix</sup>	9 / 15 / 0	17 / 4 / 1	6 / 2 / 2	9 / 4 / 1	9 / 13 / 3	16 / 8 / 1	11 / 5 / 2	17 / 3 / 7	9 / 8 / 2	10 / 1 / 0	4 / 4 / 0		29 / 3 <sup>x</sup>	16/0	8 / 1	
ENGAGEMENT & OUTREACH		FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Programming:	Decoding the Law (programs / participation)	introduced FY17												6 / 467	2 / 185	
	Diversity & Inclusion (events & presentations / participation) <sup>xi</sup>	introduced FY14										14 / 567	17 / 672	19 / 864	20 / 694	72 / 1,466
	Mentorship (events / participation) <sup>xii</sup>	introduced FY17												5 / 131	8 / 186	
	New Member Program Participation <sup>xiii xiv</sup>	data unavailable												209	155	
Service Center	Calls / emails <sup>xv</sup>	90,850	*76,152	data unavailable			*76,188	70,774	62,340	49,957	46,474 / 17,319	45,093 / 20,540	38,588 / 21,187	35,828 / 17,970	32,771 / 16,202	35,261 / 10,244
Website <sup>xvi</sup> :	wsba.org site visits	data unavailable						3,628,474	3,447,088	3,697,123	3,512,168	3,527,824	3,184,834	4,609,299	data unavailable	
	wsba.org home page visits	data unavailable						1,379,144	1,305,263	1,235,479	1,166,862	1,100,229	1,560,284	1,895,773	data unavailable	
	Lawyer Directory visits	data unavailable						1,769,558	1,613,296	1,520,793	1,354,613	1,238,116	1,392,694	1,153,615	data unavailable	
	Job Target (site visits/postings)	introduced FY12								60,795 / 112	185,099 / 357	351,102 / 465	340,660 / 544	307,296 / 632	229,367 / 481	data unavailable
Social Media:	Facebook (likes / impressions)	introduced FY12								450	859	1,378	1,741	2,115	2,429	5,100
	Twitter (followers / impressions)	introduced FY13								1,443	1,905	2,389	3,059	3,488	3,827	
	NWSidebar (subscribers / visits per month)	introduced FY13								258 / 7,462	415 / 8,042	493 / 8,530	659 / 8,686	637 / 8,457	703 / 6,983	

**2004-2018 ORGANIZATIONAL CONTEXT CHART**

MEMBER BENEFITS & PROF. DEV.		FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Ethics Outreach:	Calls / presentations					data unavailable	2,133	2,795	3,629	3,370	3,147	3,241 / 35	2,939 / 34	2,803 / 35	2,594 / 38	2,786 / 49
Practice Management Assistance:	Consultations <sup>xvii</sup>									data unavailable	101	41 <sup>xviii</sup>	100	82	100	214
	Lending Library															265 / 185
	Presentations / attendees <sup>xix</sup>								data unavailable	27 / 1,235	28 / 1,010	27 / 557 / 4,784	29 / 746 / 4,589	17 / 418	3 / 55	7 / 227
Member Wellness Program:	Practice Management Discounts <sup>xx</sup>											data unavailable	639	1,084	888	to be provided
	Consultations								data unavailable	688	765	212	172	298	194	181
Legal Research (CaseMaker): Users <sup>xxii</sup>	Presentations / attendees								data unavailable	11 / 640	15 / 850	12 / 591	4 / 4,250	9 / 5,495	6 / 1,238	8 / 3,917
	Member Assistance Program Consults <sup>xxi</sup>										introduced FY14	15 / 43	34 / 53	39 / 55	51 / 63	53 / 51
Malpractice Insurance (ALPS): Firms / Members												data unavailable	5,104	5,350	4,335	
CLE Seminars:	Programs / credits offered	116	118 / 697.75	122 / 717.75	120 / 649.50	112 / 657.75	129 / 658.25	107 / 632.25	110 / 645.75	101 / 662.25	79 / 518	60 / 409.25	54 / 402.75	58 / 389.25	72 / 365.5	73 401
	In-person attendees <sup>xxiii</sup>	5,287 / 11,047	5,170 / 9,868	5,942 / 11,566	5,501 / 10,252	5,885 / 10,848	5,382 / 9,934	4,087 / 8,778	1,593 / 6,879	1,870 / 6,430	1,909 / 5,423	2,126 / 4,648	2,541 / 4,335	1,336 / 2,918	1,675 / 2,455	1,992 / 2,259
	Webcast attendees <sup>xxiv</sup>						introduced FY2009	658 / 666	2,182 / 2,196	4,682 / 4,723	4,479 / 4,508	4,202 / 4,221	2,833 / 2,841	2,827 / 2,836	2,955 / 2,972	1,399 / 1,402
Legal Lunchbox: <sup>xxv</sup>	Programs / credits offered										introduced FY14	12 / 16.25	12 / 18	12 / 18	12 / 18	12 / 18
	Attendees (unduplicated / total)											6,785 / 14,837	7,007 / 22,025	5,220 / 17,079	6,030 / 20,103	6,507 / 23,581
New Member Education:	Programs / credits offered							introduced FY11	3 / 14.75	3 / 16.75	4 / 29.0	9 / 41.75	12 / 56.75	9 / 43.25	7 / 33.25	8 / 56
	Attendees (in-person / webcast)								479 / 34	116 / 100	163 / 98	213 / 460	188 / 1,045 <sup>xxvi</sup>	171 / 709	152 / 451	120 / 371
On-Demand Seminars:	Programs / credits offered								data unavailable	67 / 384.25	52 / 297.5	48 / 366.75	52 / 236.75	61 / 305.00	69 / 301.25	78 / 394.75
	On-Demand programs sold / credit hours delivered	1,124 / NA	1,535 / NA	2,957 / NA	4,050 / NA	4,622 / NA	5,639 / NA	5,697 / NA	4,825 / NA	6,087 / NA	5,909 / NA	6,624 / NA	6,518 / 21,895.25	6,498 / 23,821.25	6,413 / 25,930.25	7,160 / 28,507
Mini CLEs:	Desk books (including on-line Desk Books) / course books	211 / 147	695 / 795	1,828 / 983	1,432 / 893	492 / 829	864 / 674	970 / 627	949 / 511	713 / 443	700 / 474	546 / 443	936 / 288	650 / 324	396 (285) / 231	284 (332) / 165
	Programs / credits offered	3 / 3.5	13 / 30.5	21 / 41.5	26 / 52.5	35 / 72.5	57 / 110.75	37 / 50.5	41 / 57	36 / 67.75	41 / 86.5	43 / 105	39 / 52.25	54 / 60	36 / 46.25	46 / 60
	Attendees	79	665	847	989	1,254	1,572	1,245	1,327	1,196	1,591	1,854	2,451	2,528	1,787	3,580
OPERATIONS		FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Budgeted FTE		123.9	126.0	134.3	138	140.75	142.87	144.12	146.1	143.9	140.7	139.95	145.95	144.45	141.9	141.15
Turnover		20%	data unavailable	15%	12%	19%	7%	8%	12%	18% <sup>xxvii</sup>	14%	18%	22%	16%	16%	13%
Lawyer License Fees :	Active Lawyer Fee	\$375	\$383	\$391	\$399	\$407	\$415	\$450	\$450	\$450	\$325	\$325	\$325	\$385	\$385	\$449
	CPF Assessment	\$13	\$13	\$13	\$15	\$15	\$15	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30
	Keller Deduction (amount / % taking deduction)	\$1.94 (10%)	\$3.70 (11%)	\$2.14 (10%)	\$3.80 (10%)	\$3.15 (10%)	\$3.45 (9%)	\$3.95 (13%)	\$4.40 (14%)	\$6.00 (17%)	\$6.40 (17%)	\$4.70 (16%)	\$4.40 (13%)	\$3.50 (14%)	\$2.50 (14%)	\$2.50 (17%)
Limited Practice Officer License Fee:	\$85	\$85	\$110	\$110	\$110	\$110	\$110	\$110	\$110	\$110	\$110	\$110	\$110	\$110	\$110	\$110
Limited Legal License Technician License Fee:												introduced 2015	\$175	\$175	\$175	\$175
# Donations to WSBF / WSBF grant to WSBA :										NA	127 / \$110,000	5,160 / \$275,136	3,172 / \$207,125	3,072 / \$162,600	3,165 / \$186,750	4,131 / \$200,000
General Fund Revenues:	Budgeted	\$11,835,371	\$12,429,364	\$13,157,970	\$13,840,420	\$14,935,591	\$15,251,745	\$16,594,854	\$16,991,025	\$17,112,690	\$15,137,529	\$14,562,325	\$14,757,180	\$16,420,637	\$16,890,224	\$18,913,199
	Actual	\$12,043,769	\$13,218,235	\$13,980,849	\$14,611,383	\$14,612,599	\$15,071,222	\$17,077,440	\$17,308,336	\$17,797,242	\$15,349,822	\$15,335,749	\$15,266,002	\$16,937,121	\$17,584,851	\$19,614,585
General Fund Expenses:	Budgeted	\$11,592,829	\$12,429,304	\$13,157,487	\$14,717,511	\$15,190,916	\$17,202,812	\$16,184,798	\$16,667,875	\$16,934,743	\$15,594,088	\$16,562,819	\$17,904,053	\$18,757,977	\$18,887,569	\$19,645,474
	Actual	\$11,051,897	\$12,069,956	\$13,077,385	\$14,011,799	\$14,795,034	\$16,559,591	\$15,520,074	\$16,028,974	\$16,323,442	\$15,097,982	\$16,493,451	\$17,966,538	\$18,121,119	\$18,139,636	\$19,182,478
General Fund Net Income/(Loss):	Budgeted	\$242,542	\$60	\$483	(\$877,091)	(\$255,325)	(\$1,951,067)	\$410,0586	\$323,150	\$177,947	(\$456,559)	(\$2,000,489)	(\$3,146,873)	(\$2,337,340)	(\$1,997,345)	(\$732,275)
	Actual	\$991,873	\$1,148,279	\$903,464	\$599,584	(\$182,435)	(\$1,488,369)	\$1,557,366	\$1,279,362	\$1,473,800	\$251,840	(\$1,157,702)	(\$2,700,536)	(\$1,183,998)	(\$554,785)	\$432,107
General Fund Balance:		\$2,724,324	\$3,920,348	\$4,823,814	\$5,423,398	\$5,240,962	\$4,434,586	\$5,991,957	\$7,271,320	\$8,745,117	\$8,960,772	\$7,803,070	\$5,102,534	\$3,918,536	\$3,363,751	\$3,795,858
Continuing Legal Education Fund Balance:		\$1,436,141	\$1,585,026	\$1,954,241	\$1,991,838	\$1,947,887	\$1,079,796	\$1,408,491	\$1,351,464	\$1,341,266	\$1,192,124	\$458,415	\$53,090	\$456,568	\$485,582	\$604,125
Sections Fund Balance:		\$832,805	\$780,129	\$878,817	\$896,930	\$805,101	\$711,521	\$677,666	\$773,328	\$904,933	\$1,028,539	\$1,074,417	\$1,229,705	\$1,212,637	\$1,197,726	\$1,160,342
Client Protection Fund Balance:		\$632,477	\$821,669	\$796,155	\$699,239	\$231,804	\$184,640	\$434,823	\$261,318	\$791,399	\$1,213,602	\$1,746,010	\$2,144,289	\$2,646,222	\$3,242,299	\$3,227,988
TOTAL FUND BALANCES:		\$5,625,747	\$7,107,172	\$8,453,027	\$9,011,405	\$8,225,754	\$6,410,543	\$8,512,937	\$9,657,430	\$11,782,715	\$12,395,037	\$11,081,912	\$8,540,731	\$8,244,922	\$8,308,990	\$8,788,313

2004-2018 ORGANIZATIONAL CONTEXT CHART

MILESTONES	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
	<p>WLI founded</p> <p>TIMSS Member Database</p> <p>Campaign for Equal Justice created</p> <p>Alliance for Equal Justice created</p> <p>Supreme Court adopts Access to Justice Technology Principles</p> <p>New Section: Legal Assistance to Military Personnel (LAMP)</p>	<p>Case Maker offered to members</p>	<p>New Mission Statement &amp; Guiding Principles</p> <p>ABA Report on Discipline System</p> <p>New Character &amp; Fitness rules</p> <p>New Sections: Juvenile Law and Sexual Orientation and Gender Identification Issues (SOGLI)</p> <p>ADR Program, LAP &amp; LOMAP Committees Sunsetting</p>	<p>New Executive Director</p> <p>Mandatory reporting of insurance requirements</p> <p>WSBA move to Puget Sound Plaza</p>	<p>2008-2011 Strategic Goals adopted</p> <p>Program Reviews</p> <p>Application fees increase</p> <p>Online MCLE tracking</p>	<p>Live webcasting</p> <p>Program Reviews</p> <p>Limited Practice Officer rules/on-line tracking</p> <p>mywsba.org revamped</p> <p>\$1.5M gift to Law Fund</p> <p>New Section: Civil Rights Law</p>	<p>New WSBF mission statement; 2010-2013 Strategic Goals adopted; Comprehensive WSBA Bylaw changes</p> <p>Program Reviews</p> <p>Online licensing rolled out</p> <p>Online filing of grievances implemented</p> <p>CLE Conference Center opened</p> <p>Law Fund check off begins</p> <p>Home Foreclosure Program initiated</p> <p>DART introduced</p> <p>Spokane Bar Exam offered through FY2012</p>	<p>Mission Focus Areas adopted</p> <p>Licensing: Hardship exemption added</p> <p>WSBA.org redesigned</p> <p>Moderate Means Program initiated</p> <p>CPLE becomes independent 501(c)(3)</p>	<p>Member Referendum</p> <p>Listening Tours introduced</p> <p>Formation of Governance Task Force</p> <p>Online admissions rolled out</p> <p>Job Target Introduced</p> <p>Initial Membership Demographic Study Completed</p>	<p>2013-2015 Strategic Goals adopted</p> <p>First UBE</p> <p>LLLT Rule adopted by Supreme Court</p> <p>Licensing: Payment Plan introduced/ WSBF check-off added</p> <p>Job Target enhanced (Practice Transition Opportunities &amp; Contract Lawyer)</p> <p>Home Foreclosure Project transferred to Northwest Justice Project Diversity Plan adopted</p> <p>CLE model evaluation begins</p> <p>NWSidebar introduced</p> <p>Disaster Recovery Plan revised</p> <p>YLC integration</p> <p>WLI to UW Law School</p> <p>BOG Diversity Committee and Committee for Diversity Merged</p> <p>Equal Justice Community Leadership Academy founded</p>	<p>Quarterly Dashboards introduced</p> <p>Amendments to ELCs and APRs</p> <p>Document Management System launched</p> <p>GR12.4 – public records</p> <p>Legal Lunchbox introduced</p> <p>CLE Portfolio Realignment</p> <p>Migrated to single platform for all recorded products (video, MP3, coursebooks)</p> <p>Call to Duty Program launched</p> <p>First Responders Will Clinic becomes independent 501(c)(3)</p> <p>New Section: Low Bono</p> <p>Disaster Recovery: Recovery Site established; First Table Top Exercise</p> <p>New Professionalism Plan implemented</p>	<p>Board Governance Task Force and Self-Evaluation</p> <p>Amendments to MCLE rules</p> <p>LLLT: first licenses issued and RPCs adopted</p> <p>Implemented WSBA intranet</p> <p>New LOMAP delivery system model and expanded member benefits</p> <p>Implemented MentorLink</p> <p>Phase 2 of membership study: Diversity literature review &amp; intersectionality report</p> <p>Puget Sound Plaza lease renewal and WSBA facilities renovation</p>	<p>2016-2018 Strategic Goals adopted</p> <p>ECCL Policy Decisions</p> <p>Amendments to APRs</p> <p>Amendments to WSBA Bylaws</p> <p>Amendments to Character &amp; Fitness rules</p> <p>Sections policies</p> <p>MCLE system upgrade</p> <p>Website Redesign</p> <p>Webinar capacity launched</p> <p>CLE Faculty Database</p> <p>ATJ / CPD summits</p>	<p>WSBA Bylaw Amendments adopted; LLLTs and LPOs Members of WSBA</p> <p>Coordinated Admission and Licensing Rules adopted; began coordinated system implementation</p> <p>Supreme Court adoption of GR 12.1 Regulatory Objectives</p> <p>Phase 2 of new MCLE system</p> <p>Redesigned WSBA.org</p> <p>Decoding the Law Launched</p> <p>ATJ Board completes 2018-2020 State Plan for Coordinated Delivery of Civil Legal Aid</p> <p>Practice Primers Launched</p> <p>New benefit delivery model and system implemented as LOMAP renamed Practice Management Assistance Program</p>	<p>Supreme Court 9.21.18 directive re WSBA Bylaw Amendments</p> <p>Implemented coordinated admission and licensing systems for legal professionals</p> <p>Launched redesigned WSBA.org</p> <p>Revised CLE revenue sharing model in collaboration with sections</p> <p>Rolled out Paperless AP System</p> <p>Membership data management platform upgraded</p> <p>Launched WSBA Health Insurance Exchange</p> <p>Implemented Member Perception Survey</p> <p>Statewide diversity training for Attorney General's Office</p>

<sup>i</sup> Includes Active, Emeritus, Honorary, Inactive and Judicial members.

<sup>ii</sup> Includes section executive committee members; and members of WSBA committees, regulatory boards, Supreme Court boards, panels, and task forces.

<sup>iii</sup> Reflects number of participants in WSBA Public Service programs: (1) Home Foreclosure Legal Aid Project (FY2009-FY2013: helped low to moderate income homeowners save their homes from foreclosure; this work was transferred to the Northwest Justice Project in 2013); (2) Moderate Means Program (FY2011-present: helps clients in the 200-400% of Federal Poverty level with family, consumer, and housing problems; and (3) Call to Duty Initiative (FY2016-present: informs and involves volunteer attorneys in meeting the legal needs of veterans and their families).

<sup>iv</sup> An MCLE Form 1 is an application for approval of MCLE credits (filed by sponsors and members). This figure does not include ~2,000 forms per year that are returned or reprocessed because incomplete or incorrect.

<sup>v</sup> Years 2004-2012 include oral contacts only, not e-mail communications. Year 2013 includes oral contacts and e-mail communications. Starting in calendar year 2015, this figure includes all Spanish language contacts with Consumer Affairs.

<sup>vi</sup> Asterisk indicates prorated payout of authorized awards.

<sup>vii</sup> The Washington Supreme Court suspended this Board from November 2014 through July 2015. The Board was reconstituted and resumed operation in FY16.

<sup>viii</sup> The Court suspended the Board on November 11, 2014 and reconstituted the Board on July 8, 2015. The reconstituted Board reviewed cases that were put on hold during the suspension.

<sup>ix</sup> First figure represents number of Cease & Desist letters issued without referral to prosecutor or ODC; second represents number of letters issued and referred to prosecutor; third represents number of letters issued and referred to ODC. The Court reconstituted the Board on July 8, 2015 and the reconstituted Board only dismisses or refers cases.

<sup>x</sup> This figure represents referrals only. The Board does not issue cease and desist letters.

<sup>xii</sup> This figure excludes diversity-focused Legal Lunchbox programming, which in FY18 reached an additional 4,077 participants. Presentations grew significantly in FY18 as we increased our focus on providing on-site education and consultation to legal employers.

<sup>xiii</sup> The WSBA mentorship program was introduced in FY15, and ongoing events (Mentorship Mixers) were launched in FY17. The data captures the number of mixers and the number of attendees. Note that the attendance data for FY18 is for only 5 of the 8 events held that year.

<sup>xiv</sup> This figure represents total participation in new member programming, including Open Sections Night, the Young Lawyer Liaison to Sections Program, and the development teams for new member education.

<sup>xv</sup> Until FY13, WSBA tracked total Service Center contacts; beginning in FY13, data was tracked by type of contact (calls and email). Incomplete data in FY05 and FY09 years marked with \*; full year was calculated using average monthly data.

<sup>xvi</sup> FY18 analytics measurement data unavailable due to technical difficulties following launch of redesigned website. Those issues have been resolved, and FY19 data is being tracked.

<sup>xvii</sup> Includes assistance by consultation, phone inquiry, and email inquiry.

<sup>xviii</sup> WSBA moved away from paid one-on-one consultations as part of the plan to expand accessibility of Practice Management Assistance (PMA) services to more members. In addition to greater outreach through webcast programming, WSBA offers free phone consultations for up to 30 minutes.

<sup>xix</sup> First figure represents number of presentations; second represents attendees at Practice Management Assistance (PMA) presentations *excluding* Legal Lunchbox seminars presented by the PMA team; third represents total attendees at PMA presentations, *including* Legal Lunchbox seminars presented by PMA.

<sup>xx</sup> WSBA has a dynamic practice assistance network through which members may receive discounts on law practice tools. The data reflects the aggregate number of subscriptions to all of the tools offered in a given year since FY13. Offerings change over time, and include or have included: automated docketing systems; legal forms; ABA retirement funds; daily Washington case reports; writing software; ABA books for Bars; electronic time billing, file sharing, client conflict checking and client billing software; and receptionist services.

<sup>xxi</sup> First figure represents clients provided counseling; second figure represents number of sessions provided.

<sup>xxii</sup> Figure reflects the average number of active users each quarter of that year.

<sup>xxiii</sup> First figure represents unduplicated member registrants for in-person attendance; second figure represents total registrants for in-person attendance (including non-members).

<sup>xxiv</sup> First figure represents unduplicated member registrants for webcast attendance; second figure represents total webcast registrants (including non-members).

<sup>xxv</sup> Includes unduplicated / total attendees at 10 live webcasts for credit and 2 months of on demand seminars. Credits provided through the series are adequate to meet minimum MCLE requirements.

<sup>xxvi</sup> Webcast participation increased in FY15 due to two seven-part series (Beverage Law and Advising Startups) offered only via webcast.

<sup>xxvii</sup> Includes Referendum layoffs.

<sup>xxviii</sup> WSBA reserves – net assets – are identified by fund, and are either Board-designated or legally restricted. There are three Board-designated funds: (1) General Fund reserves, funded by WSBA annual operating income, and designated to cover unanticipated losses in the event of an emergency, support future facility needs, and cover net loss and extraordinary costs of WSBA functions, services, and operations; (2) CLE Fund reserves, funded by income from CLE seminars and products, and designated to cover net loss and extraordinary costs of CLE activities; and (3) Sections Fund reserves, consisting of the collective net income or loss of all WSBA sections, and designated to cover to cover net loss and extraordinary costs of section activities. The Client Protection Fund is a legally restricted fund, created by the Washington Supreme Court and WSBA to compensate victims of the dishonest taking of, or failure to account for, client funds or property by a lawyer.