

# WASHINGTON STATE BAR ASSOCIATION

## Budget and Audit Committee Meeting Agenda October 26, 2017 | 10:00 am – 12:00 pm WSBA Offices

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## **AGENDA ITEM 2.**

**DRAFT MINUTES**  
**Washington State Bar Association**  
**Budget and Audit Committee**  
**Seattle, WA**  
**September 12, 2017**

Treasurer Karmy, who participated by videoconference, called the meeting to order at 9:05 a.m. and advised that Governor Risenmay, elected to serve as Treasurer in FY18, would chair the meeting. Committee members present were Past President Bill Hyslop, President Elect Bill Pickett, Governors Dan Bridges, James Doane, and Kim Risenmay; Executive Director Paula Littlewood, and Chief Operations Officer Ann Holmes. Committee member President Brad Furlong participated by telephone (until 10 a.m.). Also present were Controller Mark Hayes, General Counsel Sean Davis, Human Resources Director Frances Dujon-Reynolds, Chief Disciplinary Counsel Doug Ende, Director of Advancement/Chief Development Officer Terra Nevitt, and Chief Regulatory Counsel Jean McElroy. Governors Ann Danieli and Athan Papailiou were absent.

**Minutes of June 29, 201 Meeting**

Governor Bridges moved to approve the minutes. Governor Doane seconded the motion, which passed unanimously.

**Investments**

After Controller Hayes introduced investment updates for June, July, and August, Governor Risenmay provided an update on the last Investment Subcommittee meeting of the year. WSBA currently invests approximately \$3.4 million in mutual funds, three of which are managed by Morgan Stanley: (1) Lord Abbett (53% of that portfolio); (2) Guggenheim (23.12% of that portfolio); and (3) Virtus (22.83% of that portfolio). WSBA investment advisor Mark Allison reported that Lord Abbett performance has not been as strong as expected, and recommended that WSBA investments be distributed more evenly among the funds. Following discussion, Governor Bridges moved that the Committee adopt the recommendation. Governor Risenmay seconded the motion, which was adopted unanimously. Executive Director Littlewood suggested that next year the Committee might consider whether to stay invested in the mutual fund market, given the time the Investment Subcommittee spends reviewing investments, the low returns realized, and the reduction in the amount of funds invested over time. Governor Risenmay agreed, and will include this topic on the Committee's agenda next year.

**Final Draft FY18 Budget**

Chief Operations Officer Holmes provided an overview of minor changes between the first and final draft budgets. As noted in the meeting materials, WSBA has received salary survey information showing that WSBA compensation levels fall well below midpoint for market for several positions, many at a senior level; however, the final draft does not include any adjustments in salary or benefits costs.

President Brad Furlong noted that concerns about WSBA compensation levels for more senior staff compared to market were raised last year. Executive Director Littlewood then provided a preliminary overview of the compensation study and findings. Executive Director Littlewood stated that a thorough analysis of the findings and adjustments needed to bring salaries in line with market had not been done yet. Based on the consultant's data, it would take approximately \$187,000 in salary increases to reach market for the impacted positions; however, HR Director Dujon-Reynolds and Executive Director Littlewood explained that due to WSBA's Compensation Plan and parity considerations, they would not likely be able to adjust positions to the recommended salary amounts in the survey. Executive Director Littlewood advised that she would work to address the salary gaps in the coming years through the reallocation of budgeted salary among cost centers based on anticipated savings due to replacement at lower salaries of long tenured employees as they retire or as a result of normal turnover. She noted that due to two long-term senior level discipline managers retiring, there was possibly already \$60,000 available in savings from this type of turnover. While the approach of adjusting salaries through such savings would not increase budgeted salary overall, it would cause discrepancies in budgeted vs. actual salaries in particular cost centers in the coming fiscal year's financials. If possible, it would

be preferable for these cost center adjustments to be included in the final budget presented to the Board for approval.

Discussion ensued about the importance of paying WSBA employees competitively and fairly, and how best to address salary discrepancies. President-Elect Pickett stressed the importance of paying WSBA employees in line with market. President Elect-Pickett advocated that the FY18 budget be increased by \$187,000. After considering projected reserves in light of WSBA's policy that general fund reserves not fall below \$2 million, President-Elect Pickett then moved, and Treasurer Karney seconded, that: (1) the total WSBA salary budget be increased by \$100,000; and (2) the final budget presented to the Board reflect cost center salary adjustments as determined by the Executive Director. Motion failed.

Governor Bridges moved, and Governor Doane seconded, that: (1) the total salary line in the FY18 final budget presented to the Board not be increased, and the Executive Director should reallocate any salary savings realized during the year to help address market disparities, (2) if necessary, the Executive Director should seek a budget amendment in FY18 to increase the total salary line, consistent with WSBA reserves policy, with implementation of salary adjustments to be effective as of October 1; and (3) with its transmittal of the final budget recommended to the Board, the Committee's directions to the Executive Director should be highlighted. Motion passed unanimously.

Governor Doane then moved to recommend the FY18 budget as presented. Governor Pickett seconded the motion, which passed unanimously.

### **Financial Statements**

Chief Operations Officer Holmes referred the Committee to the Third Quarter Fiscal Update for a narrative description of WSBA finances through June 30; then provided a brief overview of the July Financial Statements.

### **Juvenile Law Section Request for Dues Change**

Governor Pickett moved to recommend that the Board approve the Juvenile Law Section's request to increase dues from \$30 to \$35. Governor Doane seconded the motion, which passed unanimously.

### **LLLT and LPO Client Protection Fund Assessment**

Amended APRs, effective September 1, state that LPOs and LLLTs are subject to the Client Protection Fund assessment by order of the Supreme Court. The Committee advised that all WSBA members should be provided with information and the opportunity to comment on Client Protection Fund fees for LPOs and LLLTs before WSBA makes a recommendation to the Supreme Court. The assessment would commence for LLLTs and LPOs in FY19.

### **WSBA Insurance Portfolio Update**

The meeting materials included an informational overview of WSBA's insurance portfolio for the period August 1, 2017-August 1, 2018, and compared to the prior coverage period.

### **Disaster Recovery Plan**

The meeting materials included an informational copy of the WSBA Disaster Recovery Plan.

### **Washington State Bar Foundation**

The Committee reviewed the Foundation's July Financial Statements and August 31, 2017, Fundraising Progress Report, with the goal of considering what WSBA can do to help enhance the funds raised by the Foundation for WSBA programming.

### **WSBA Advertising Rate Increase**

Executive Director Littlewood noted that NWLawyer advertising rates have not increased since 2014, and directed the Committee to meeting materials outlining the range of increases at 4% and 8% that will take effect



on October 1. Discussion ensued about the plan to engage a broader range of advertisers that provide services of interest to and supportive of the legal profession. It was agreed that Budget and Audit would consider this issue in the coming year.

Governor Risenmay adjourned the meeting at 11:53 a.m.

## **AGENDA ITEM 3.**



***POLICIES DESIGNATED AS SIGNIFICANT IN***

# **The Washington State Bar Association Fiscal Policies and Procedures Manual**

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## Introduction

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### Purpose

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The WSBA Fiscal Policies and Procedures Manual (Manual) contains all WSBA fiscal policies and procedures. The Manual is available to all WSBA employees to promote organization-wide adherence to documented policies and procedures. Except for fiscal policies that must be approved by the Board of Directors as expressly indicated in this Manual, all fiscal policies and procedures set forth herein may be updated by the Executive Director and/or Chief Operations Officer from time to time as procedures, information, or Generally Accepted Accounting Principles change.

### Fiscal Year

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The WSBA's fiscal year is October 1 through September 30.

### Basis of Accounting

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During the fiscal year, the WSBA uses a **combination of cash and accrual accounting**. The following items are recorded on a cash basis:

- Bar exam fees
- MCLE fees
- LFCP assessment fees
- Miscellaneous revenue (Recovery of Discipline Costs, Diversions, Practice Fees, etc.)
- CLE seminar expenses
- Most other WSBA expenses

The following items are recorded on an accrual basis monthly:

- License fees
- CLE product sales revenue and cost of goods sold
- CLE seminar revenue
- Rent
- Insurance
- Personal Property Taxes
- Most payroll-related expenses

For annual financial reports, the WSBA uses the **accrual basis** of accounting. Therefore, items that may have already been paid and booked as an expense, but for which the corresponding revenue has not been collected or the benefit has not been received, will be moved to "Deferred Costs." Revenue that has not yet been earned will be moved into "Deferred Revenue."

## WSBA's Internal Control System

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This Manual is part of the WSBA's internal control system. An effective internal control system encourages adherence to prescribed policies; promotes operational efficiencies; protects the business assets from waste, fraud, and theft; and ensures accurate and reliable accounting data.

The broad principles of internal control are:

- Responsibilities should be clearly identified and established, with one person responsible for each task.
- Adequate records should be maintained. Good records are an important means of protecting assets, ensuring that employees follow prescribed procedures, and providing management with reliable information to monitor business operations.
- Assets should be safeguarded, protected and insured.
- Record keeping should be separated from custody. Segregation of duties requires that the person who has access or is responsible for an asset should not maintain the accounting record for that asset.
- Responsibility for related transactions should be divided. This provides checks and balances for the related tasks (i.e., the work of one employee acts as a check on another).
- Computerized and mechanical devices should be used whenever possible as they reduce the human error and intentional inaccuracy in routine tasks.
- Regular reviews of the system of internal controls should be conducted, to ensure organizational compliance with policies and procedures.

See Chapter 8 for more details on the WSBA's internal control policies.

## Chapter 1: Key Fiscal Policies

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### Responsibility for WSBA Finances

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#### Fiscal Management

The Budget and Audit Committee of the Board of Governors oversees budgeting and financial matters of the Bar. The Chief Operations Officer serves on the Budget and Audit Committee and is in charge of the Bar's financial operations.

WSBA management is responsible for producing complete, accurate financial statements. The Finance and Administration Department is delegated the responsibility to implement WSBA's fiscal policies by performing the accounting and bookkeeping functions for the WSBA. Department directors are responsible for preparing their department/cost center budgets, monitoring their monthly financial statements, reviewing back up for accuracy, collecting revenue or receivables related to their cost centers, approving expenses, and enforcing the WSBA's expense policies. These tasks may be delegated to others, but department directors are ultimately responsible for the fiscal issues related to their departments.

The structure of the Finance and Administration Department is set forth below (these persons are referred to throughout the Manual):



### Board of Governors

With ultimate responsibility for the fiscal health of the WSBA, the Board of Governors approves or sets all *significant* fiscal policies. The following policies are deemed to be significant and must be approved by the Board of Governors:

- Budget and Audit Committee Charter (Chapter 1)
- Fiscal Responsibilities Matrix (Chapter 1)
- Budget Policies (Chapter 1)
- Selection of Independent Auditors (Chapter 1)
- Investment Policy (Chapter 2)
- Resolution Authorizing Banking Relationships (Chapter 2)
- Unrestricted and Restricted Fund Balance Policy (Chapter 4)
- General Expense Reimbursement Policy dollar limits for meals and lodging (Chapter 6)
- Purchase of Alcohol for Bar Functions (Chapter 6)
- Expense Policies for the WSBA Officers and Board of Governors (Chapter 6)
- Executive Director Expense Policies (Chapter 6)



### **Composition**

The voting members of the Budget and Audit Committee shall consist of the following: at least one governor from each class, not to exceed seven governors, one of whom shall be the Treasurer; the President; and President-elect. Up to two additional non-Board of Governor voting members may be appointed by the President subject to the approval of the Board of Governors. The Executive Director and Chief Operations Officer shall serve as *ex officio*, non-voting members of the Budget and Audit Committee. The Board of Governors elects the Treasurer of the WSBA, who also serves as chair of the Budget and Audit Committee.

### **Purpose**

The purpose of the committee is to take actions as empowered by the Board of Governors and review and make recommendations to the Board of Governors on financial matters of the WSBA as outlined in the Fiscal Responsibilities Matrix. Some of these duties are noted below:

### **Activities**

#### Annual Budget and Long Range Financial Planning

1. Review and revise drafts of the WSBA's annual budget and recommend approval of a final budget to the Board of Governors.
2. Review long-range financial projections and the revenues, including member license fees, needed to meet long-range needs. Make recommendations to the Board of Governors for increases in license fees when necessary.

#### Approvals

1. Approval expenditures within limits and parameters set forth in the Fiscal Responsibilities Matrix.

#### Financial Reports

1. Review the interim management financial reports and report highlights, key information, major variances from budget, and any concerns to the Board of Governors. Recommend corrective action if needed.
2. Review the preliminary year-end management financial reports and report results compared to budget to the Board of Governors.
3. Review status and performance of investments per the WSBA Investment Policy.

#### Annual Audit

1. Recommend to the Board of Governors the engagement of the independent auditors to perform the annual audit of the WSBA's financial statements.
2. Meet annually with the independent auditors to receive their report on the audit of the financial statements and review their recommendations for improvements on internal controls.
3. Recommend to the Board of Governors the engagement of independent auditors/accountants to perform other reviews, when deemed appropriate.

#### Recommend Significant Financial Policies

1. Recommend to the Board of Governors the WSBA's Investment Policy.
2. Recommend to the Board of Governors the WSBA's Fiscal Policies.

### **Quorum**

A quorum shall consist of a majority of the voting members.

## Budget and Audit Facilities Advisory Committee Charter

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### **Composition**

The voting members of the Facilities Advisory Committee and associated terms are as follows:

- Treasurer (chair/1-year term);
- Executive Director (permanent member);
- Chief Operations Officer(employee liaison/permanent member);
- One member of the Budget and Audit Committee (1-year term);
- No fewer than three representatives from the real estate industry who have expertise in one or more of the following areas (2-year terms):
  - Real estate law (i.e., real estate attorney);
  - Commercial real estate brokerage, especially the downtown Seattle and regional real estate markets;
  - Commercial real estate appraisal;
  - Commercial construction management;
  - Architecture and/ or space planning; and
  - Commercial real estate lending.

No voting member of the Facilities Advisory Committee will be eligible for any business contract or other business arrangement with the Washington State Bar Association relating to any matter that is within the scope of the Committee's activities. No former voting member of the Facilities Advisory Committee will be eligible for any business contract or other business arrangement with the Washington State Bar Association relating to any specific transaction or proposed transaction that was considered by the Committee while that person was a voting member.

### **Appointment Process**

The Treasurer, Executive Director, and Chief Operations Officer shall serve as *ex officio* members. The member from the Budget and Audit Committee shall be appointed by the Treasurer. The representatives from the real estate industry shall be appointed by the President (the terms shall be staggered so that each President appoints at least one member during his/her term).

### **Purpose**

The purpose of the Facilities Advisory Committee is to advise the Budget and Audit Committee on issues related to the WSBA's facility needs (i.e., lease or ownership of real estate to meet WSBA operational needs). The Facilities Advisory Committee is an advisory committee only and has no decision-making authority.

### **Activities**

#### WSBA Facilities Strategy

1. Define and periodically review the facilities needs of the WSBA.
2. Identify key facilities decisions to be taken over a 10-year period and relevant market factors.
3. Review current and future estimated real estate market conditions and analyze how these conditions may affect the WSBA's decisions in connection with the ownership and/or lease of real estate.
4. Review proposed options and provide recommendations for dealing with end-of-lease and other transition issues, such as, for example, whether to renew the existing lease or look for new space and considerations relating to relocation of WSBA offices and other functions.



#### WSBA Facilities Reserve Fund

1. Periodically review the balance in the Facilities Reserve Fund and analyze whether such balance is prudent and adequate in relation to identified needs and decisions, current market conditions, future market projections, time remaining until the end of current lease, etc.
2. Make recommendations as to target Facilities Reserve Fund balances at future points in time, and suggest strategies and/or funding policies for meeting those targeted balances.

#### Quorum

A quorum shall consist of a majority of the voting members.

#### **Fiscal Responsibilities Matrix**

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The objective of the Fiscal Responsibilities Matrix is to set forth levels of authority that promote an efficient management structure, transparency, and appropriate oversight of the Bar's finances. According to WSBA bylaws, the Executive Director is responsible for managing the office and activities of the Bar under the direction of the Board of Governors, with power to employ and compensate employees within limits of the budget. In terms of managing the budget, the following guidelines shall apply (Note: approval authority may be exercised or delegated to the next higher authority at the discretion of the decision-maker):

##### **Executive Director**

The Executive Director is authorized to establish deposit and credit relationships, withdraw WSBA funds from banks, sign checks, and invest excess cash. Signatory authority may be delegated to any department director(s) except the Chief Operations Officer. The authority to make bank deposits, invest funds in accordance with the Investment Policy, and transfer funds between established accounts may be delegated to the Chief Operations Officer and appropriate accounting and finance employees following sound internal control practices.

Approves (Note: Executive Director may delegate approval authority to directors and other employees, as appropriate):

- reimbursement requests – may reject or modify requests to comply with expense policies
- service and program fees, including:
  - advertising rates
  - fees for copies of the WSBA's public records
  - fees for sale of member contact information
  - sales price of the *Resources* directory
  - sales price of CLE and WSBA publications
  - sales price of other WSBA merchandise
  - miscellaneous fees
- adjustments to employee salaries within adopted compensation plan
- in-kind contributions of WSBA to the Washington State Bar Foundation, or as a condition of applying for grant funds
- grants to WSBA, including negotiations of administrative fees
- unbudgeted expenditures that are offset by unbudgeted revenue, or reallocations of budgeted expenditures where there is a change of intent (this includes approval of new programs and significant expansion of existing programs, but does not include long-term commitments or future obligations of the WSBA), up to \$10,000 per item, or up to \$50,000 collectively during the fiscal year, where the overall bottom line of the annual budget is not affected

- reallocations of budgeted expenditures up to \$20,000 so long as the intent of the budgeted expenditure is similar or varies slightly (these types of expenditures and decisions are operational in nature)
- binding the WSBA to future expenses, as in contracts and agreements, for budgeted or operational expenses
- engagement of independent auditor selected for the up to six year period, annually; or may initiate the selection of the competitive bid process
- fiscal policies, where indicated in the specific policy

In the event of an emergency and when it is not feasible to get the approval of the Budget and Audit Committee or the Board of Governors, the Executive Director or Treasurer shall have the authority to approve expenditures that are necessary and prudent in order to implement the WSBA's Disaster Recovery Plan (e.g., natural disaster) or keep the WSBA operational (e.g., if the WSBA's computer network crashed). These expenditures may be beyond the capital or operating budgets, and may or may not impact the WSBA's reserves. The Board of Governors shall be immediately notified when expenditures of this nature are authorized.

### **Treasurer**

Chairs the Budget and Audit Committee, is authorized to establish deposit and credit relationships, withdraw WSBA funds from banks, and sign checks.

#### Reviews/Approves:

- appeals to Executive Director's decision to reject or modify an expense reimbursement request
- the Executive Director's credit card charges, reports of expenses, payroll reports, and fringe benefits (quarterly)
- the year-to-date vendor payment listing (*quarterly; added September 2016*)
- supplemental budget requests from sections that exceed 25% of the section's annual expense budget or \$1,000, whichever is greater

### **CLE Board (commonly referred to as the MCLE Board)**

#### Establishes/Approves:

- MCLE fees and fines for failure to comply with accredited sponsor reporting requirements (APR 11 Reg. 106(d))

#### Recommends to the Board of Governors:

- MCLE accredited sponsor application fees (APR 11 Reg. 106(b))
- MCLE Form 1 fees (APR 11 Reg. 105(d))
- MCLE fees and fines for failure to comply with rules and regulations regarding course accreditation and individual member compliance (APR 11.4)

### **Personnel Committee**

#### Recommends to the Budget and Audit Committee:

- adjustments to employee compensation plan

#### Recommends to the Board of Governors:

- compensation of the Executive Director

### **LFCP Committee**

#### Approves:

- gifts up to \$25,000 per applicant

#### Recommends to Board of Governors:

- gifts over \$25,000 per applicant

## **CLE Committee**

### Recommends to the Board of Governors:

- adjustments to the standard CLE seminar registration fees
- expenditures from the CLE reserve fund

## **LPO Board**

### Recommends to Supreme Court

- examination and annual fees (APR 12 Reg. 2(B); APR 12 Reg. (9))

## **Budget & Audit Committee**

Reviews the long range financial projections and the revenues, including member license fees, needed to meet long range needs.

### Approves:

- unbudgeted expenditures that are offset by unbudgeted revenue, or reallocations of budgeted expenditures where there is a change of intent (this includes approval of new programs and significant expansion of existing programs, but does not include long-term commitments or future obligations of the WSBA), between \$10,001 and \$20,000 per item, or between \$50,001 and \$100,000 collectively during the fiscal year, where the overall bottom line of the annual budget is not affected
- reallocations of budgeted expenditures between \$20,001 and \$50,000 so long as the intent of the budgeted expenditure is similar or varies slightly (these types of expenditures and decisions are operational in nature)
- Business Recovery Plan
- fiscal policies, where indicated in the specific policy

### Recommends to the Board of Governors:

- bar application and admission fees
- all attorney license fees
- Lawyers' Fund for Client Protection assessment
- the annual budget and subsequent adjustments over \$25,000 (unbudgeted) or \$50,000 (budgeted reallocations)
- adjustments to the compensation plan (based on recommendation from Personnel Committee)
- fiscal policies, where indicated in the specific policy
- an investment policy
- adjustments to the standard CLE seminar registration fees
- expenditures from reserve funds
- engagement of the independent auditors for other reviews, when deemed appropriate

### Reviews:

- monthly financial reports, including revenue and expenditure patterns; reports significant variances to Board of Governors
- reports of the independent auditors

Oversees the process of selecting an independent accounting firm to perform the annual audit, at least once every six years, and makes a recommendation to the Board of Governors.



## **Board of Governors**

### Elects the Treasurer

#### Approves/Sets:

- the annual budget and the following adjustments:
  - appropriation requests for expenditures from the unallocated contingency budget
  - unbudgeted expenditures that are offset by unbudgeted revenue, or reallocations of budgeted expenditures where there is a change of intent (this includes approval of new programs and significant expansion of existing programs, but does not include long-term commitments or future obligations of the WSBA), over \$20,000 per item, or over \$100,000 collectively during the fiscal year, where the overall bottom line of the annual budget is not affected
  - reallocations of budgeted expenditures over \$50,000 (where the intent of the budgeted expenditure is similar or varies slightly; these types of expenditures and decisions are operational in nature)
  - changes to the annual budget's bottom line
  - expenditures from reserve funds, in accordance with reserve policies
  - fiscal policies, where indicated in the specific policy
- investment policy
- banking authorities
- Keller deduction to license fees
- gifts from the LFCP over \$25,000 per applicant
- long-term leases for WSBA office space or equipment
- selection of independent audit firm
- compensation of the Executive Director
- standard CLE seminar registration fees
- MCLE accredited sponsor application fees (APR 11 Reg. 106(b))
- MCLE Form 1 fees (APR 11 Reg. 105(d))
- MCLE fees and fines for failure to comply with rules and regulations regarding course accreditation and individual member compliance (APR 11.4)

#### Recommends to the Supreme Court:

- all attorney license fees
- Lawyers' Fund for Client Protection assessment
- bar application and admission fees
- legal intern fees
- law clerk program fees

#### Reviews/Accepts:

- quarterly financial reports
- reports of the independent auditors

## **Supreme Court**

### Reviews for Reasonableness – all attorney license fees

#### Approves:

- Lawyers' Fund for Client Protection (LFCP) assessment
- bar application and admission fees
- legal intern fees
- law clerk program fees
- LPO examination and annual fees

WSBA FISCAL RESPONSIBILITY MATRIX					Treasurer	B & A	BOG	S. Ct.
All attorney license fees					ED Recommendations	Recommendations	Sets	Reviews for reasonableness
LFCE assessment					Recommendations	Recommendations	Recommendations	Approves
Keller deduction to license fees					Recommendations		Approves	
Bar application & admission fees					Recommendations	Recommendations	Recommendations	Approves
Legal intern fees					Recommendations	Recommendations	Recommendations	Approves
Law clerk program fees					Recommendations	Recommendations	Recommendations	Approves
LPO examination & annual fees					Recommendations	[LP Board recommendations]	Recommendations	Approves
Annual Budget					Recommendations	Recommendations	Approves	
Expenditures from unallocated contingency in budget					Recommendations	Recommendations	Approves	
Expenditures from reserve funds					Recommendations	Recommendations	Approves	
Unbudgeted expenditures offset by unbudgeted revenue, or reallocations of budgeted expenditures where there is change of intent, which do not affect the annual budget's bottom line					Up to \$10,000/FY or up to \$50,000/FY	\$10,001-\$20,000/item or \$50,001-\$100,000/FY	+ \$20,000/item or +\$100,000/FY	
Reallocation of budgeted expenditures where intent is similar					Up to \$20,000	\$20,001-\$50,000	+ \$50,000	
Changes to annual budget's bottom line					Recommendations	Recommendations	Approves	
Supp. sec. budget requests (up to greater of 25% exp. budget or \$1,000)					Recommendations		Approves	
Check Requests/Expense Reports					Approves within parameters of fiscal policies	Approves appeals of ED's decisions	Approves overall expense policies	
Staff compensation plan/salary adjustments					Approves salaries within adopted comp. plan		Approves overall WSBA comp. plan	
Executive Director compensation						Reviews/approves ED expenses/FBs	Approves	
MCLE self-assess fees/fines or revoke accredited sponsor status per APR 11 Reg 105(a)(5)					Recommendations	[MCLE Board Approves]		
MCLE accredited sponsor app fees - APR 11 Reg 105(c)(1)(A); MCLE Form 1 fees - APR 11 Reg 104 & 104(a)(1); MCLE fees/fines - APR 11.4(e)					Recommendations	[MCLE Board Recommendations]	Approves	
Adjustments to standard CLE seminar fees					Recommendations	[CLE Committee recommendations]	Approves	
Service & program fees: ad rates, copies, member contact info, publications, merchandise, and misc.								
Gifts from LFCEP						[LFCEP Committee approves up to \$25,000/applicant]	Approves + \$25,000/applicant	
Grants to WSBA					Approves			
In-kind contributions by WSBA					Approves			
Long-term leases for WSBA office space or equipment					Recommendations	Recommendations	Approves	
Future obligations for budgeted or operational expenses					Approves			
Business Recovery Plan					Recommendations	Approves		
Fiscal Policies					As per spec. policy	As per spec. policy	As per spec. policy	
Investment Policy					Recommendations	Recommendations	Approves	
Banking authorities					Recommendations	Recommendations	Approves	
Engagement of independent auditors (up to 6-year period)					Engages as selected by BOG	Recommendations	Approves	
Emergency expenditures (Disaster Recovery Plan /maintain WSBA Ops)					Approves	Approves		



## **Budget Policies and Process**

### **Overall Philosophy**

The WSBA should prepare an annual budget and establish its budget by function ("cost center") insofar as practical to permit subsequent cost-benefit analysis. The budget for each cost center should include its revenues, its direct expenses, and its share of the WSBA's overhead (indirect) expenses. By knowing the total cost of each program or function, the Board can make policy decisions about which programs should be supported by member license fees, which programs should be self-supporting, and which programs should generate revenue for other WSBA functions or programs.

The budget should be a tool to plan for the coming year and help guide decision making. It is a policy-making tool for the Board of Governors, and gives employees direction on how and where to spend its resources.

In order to be a useful tool, the budget should not be a rigid document that can never be amended – it can and should be amended if necessary.

The budget can be amended by the Board of Governors, Budget and Audit Committee or Executive Director via decisions made under the Fiscal Responsibilities Matrix.

WSBA should budget revenues and expenses as accurately as possible. Revenues should be realistic, but not overly conservative. Expenses should be estimated not on remote possibilities, but rather on historical spending patterns and actual planned expenses. There should be some flexibility in the budget to allow for contingencies and necessary adjustments.

The budget should be transparent so it is easy for the Board of Governors and members to see how the WSBA is spending its money.

### **Long-range Forecasting and Planning**

The Chief Operations Officer may prepare long-range forecasts, prior to the annual budgeting process, to get an indication of the parameters around the upcoming annual budget; and whenever requested by the Board of Governors, usually for planning for license fee increases and as part of the long-range planning process. WSBA should annually update its long-range financial plan to anticipate the needs of a growing Bar, and so that, if increased funds become necessary, the Bar can plan logically and in advance on what additional funding will be required to meet such needs

### **Annual Budgeting Time Line/Process**

- The budgeting process begins in April for the coming fiscal year (October 1 – September 30). The Chief Operations Officer and Controller request budgets from each Department Director, Section Chair, and liaison to the WSBA's various committees and boards. These individual budgets are compiled and reviewed by the Chief Operations Officer and the Executive Director.
- The Chief Operations Officer and Controller meet with department directors, employees, section leaders, etc. to conduct a thorough review of all budgets and comparison of budget figures to historical and year-to-date fiscal information.
- The Budget and Audit Committee reviews drafts of the entire WSBA budget (general fund, CLE, LFCP, and sections) in June, July, and August, and provides guidance where necessary.
- The Board of Governors reviews a preliminary budget in July and approves the final entire WSBA budget at its last meeting of the fiscal year (September).



### **Capital Budget**

A capital budget is prepared each year as part of the annual budget process. The capital budget forecasts capital purchases anticipated in the coming fiscal year that are over \$2,500 and have a useful life over 1 year (the depreciation for which is included in the expense budgets). The Board of Governors reviews a preliminary capital budget in July and approves the final capital budget with the entire WSBA budget at its last meeting of the fiscal year (September).

### **Cash Flow Budget**

From time to time, when necessary, a cash flow budget may be prepared both to anticipate the timing and amount of cash and liquidity needs of the WSBA for the current year and the excess funds available for longer-term investments.

### **Additional Budget Requests**

Department directors, committee/board employee liaisons, or section leaders who anticipate a need for funds in excess of their approved budget should make a request to the Chief Operations Officer, indicating the additional amount requested and the purpose of the additional funds. (Note: Sections are required to obtain approval from the WSBA Treasurer for any unbudgeted expense which totals either 25% or more of the section's annual expense budget or \$1,000 (whichever option is greater) – see Chapter 10 for details.) This request will be handled according to the Fiscal Responsibilities Matrix. If necessary, a request can be taken to the Budget and Audit Committee at its next meeting.

### **Ongoing Program Review**

WSBA should anticipate both new initiatives and planning for potential termination or decreased funding for some older programs, depending on relevance for and needs of WSBA. WSBA should maintain a scheduled program review process for all non-regulatory WSBA programs.

## **Financial Reporting**

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### **Monthly (Interim) Financial Reporting**

WSBA should have accurate interim financial reports so that over-expenditures are less likely when the fiscal year ends and so that corrections may be made in mid-year. Interim financial reports should be consistent with final year-end financial statements and prepared with similar governing principles. Below are the financial reports generated by Finance and Administration employees. The format and level of detail provided in the financial statements are subject to modification as needed.

#### Monthly Financial Summary

Each month, the Accountant produces a summary of the year-to-date budgeted (original and amended) and actual revenue and expenses for the general fund (by cost center), CLE, LFCP, and sections (total of all sections) and fund balance information. This report is usually available after the tenth working day of the following month, except at year-end when the closing process is 2-3 months. The Accountant provides the report to the Executive Director and department directors; it is also provided to the Budget and Audit Committee and Board of Governors with the Monthly Summary Reports by Cost Center/Section.

#### Monthly Cost Center/Section Summary Reports

The Accountant prepares year-to-date detailed financial reports for each cost center/section. These reports show the cost center/section's annual (amended) budget, actual monthly revenue and expenses, year-to-date actual revenue and expenses, and year-to-date remaining budget. Monthly Cost Center/Section Summary Reports are usually distributed after the tenth working day of the following month to each person responsible

for a cost center/section (e.g. department director, Section Chair, and other designated employees). They are also provided to the Budget and Audit Committee and Board of Governors on a regular basis (the months that correspond to their meeting schedules).

#### Monthly Detailed Reports by Cost Center/Section

In addition to the monthly financial summaries, each person responsible for a cost center/section (e.g., department director, Section Chair, and other designated employees) is provided with reports showing the detail of posted transactions. These detailed reports should be reviewed for **accuracy** (report any adjustments, reclassifications, corrections or questions to Accounting) and **comparison to budget** (report the reason for significant variations from budget or trends of interest to the Chief Operations Officer). Any questions about the amount of an income or expense item, the category in which it is recorded, or any other concerns, may be addressed to the Accountant, Controller or Chief Operations Officer.

#### Key Financial Benchmarks

The Finance employees prepare a percentage comparison of key figures (revenue, indirect, and direct expenses for the general and CLE fund) of the current fiscal year's actual year-to-date activity with the percentage of the year completed and the prior year percentage. It also includes additional comments regarding where employees expect to be in terms of budget by year end and any additional information that helps explain large variances. This report is provided to the Executive Director and department directors on a monthly basis with the internal financial statements.

#### Year-to-date Vendor Payment Listing (added September 2016)

The Senior Accounting Manager/Financial Analyst prepares a year-to date vendor payment listing that shows total payments made by vendor over \$10,000. The report will be provided to the Executive Management Team after the tenth working day of the month, consistent with the completion of the monthly financial statements. Additionally, on a quarterly basis, the Controller or Chief Operations Officer will provide this report to the Treasurer for review.

#### **Tracking and Accounting for Budget Amendments**

1. Budget Amendments (where bottom line is changed – BOG approval required):
  - Tracked on a separate list
  - Appropriate expense line amended according to BOG decision
  - The bottom line of the budget will be amended to reflect amendments made to the budget by the BOG during the year, so that financial statements compare actual to amended budget figures rather than original budget figures.
2. Reallocations of unbudgeted revenues to unbudgeted expenses
  - Tracked on a separate list
  - Appropriate revenue line's budget is increased
  - Appropriate expense line's budget is increased
  - This information will prevent additional revenue from being allocated to additional expenses more than once (a current weakness in our system)
3. Reallocations of budgeted expenses to other line items
  - Track any reallocations approved by the BOG or Budget and Audit on a separate sheet
  - Track significant reallocations made by the Executive Director to the extent possible

**Quarterly Financial Reporting**

On a quarterly basis, the Controller and Chief Operations Officer may prepare a summary of budget amendments, reallocations, important financial issues, and explanations of significant budget to actual differences for the Budget and Audit Committee and the Board of Governors.

**Annual Financial Reporting**

The WSBA's annual audited financial statements are prepared by independent auditors. The WSBA Accountant prepares the final year-to-date internal financial statements with detail for each cost center (see explanations above).

**Selection of Independent Auditors**

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An annual audit of the Washington State Bar Association's financial records shall be performed by an independent accounting firm for the purpose of expressing an opinion on the Association's financial statements for the fiscal year.

At least once every six years the Association shall undertake a formal process of seeking competitive bids from several qualified accounting firms for performing the annual audit. The Budget and Audit Committee will oversee this process, interview final candidate firms, and make a recommendation to the Board of Governors. The Board of Governors shall make the final selection.

During the six-year period, the Executive Director is authorized to engage the firm so selected for each year's annual audit, or to initiate a competitive bid process prior to the end of the six-year period.

## Chapter 2: Assets

### Authorization for Banking Relationships

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The Board of Governors will authorize banking relationships as needed (e.g., when there is a new Executive Director). Signatures cards with the bank are updated when there are changes in staffing or Treasurers. Below is the standard generic template generally used by WSBA. This resolution is used in conjunction with a letter from the Executive Director naming individuals holding the positions noted in the resolution:

#### RESOLUTION AUTHORIZING BANKING RELATIONSHIPS

WHEREAS, it is necessary and prudent for the Washington State Bar Association to establish and maintain a number of banking relationships for the purposes of depositing, managing and investing WSBA funds; and

WHEREAS, it is necessary and prudent for the Washington State Bar Association to establish and maintain certain credit relationships for the purposes of purchasing goods and services;

NOW, THEREFORE, BE IT RESOLVED:

That the Treasurer or Executive Director, [Name of ED], of the Washington State Bar Association, or any one thereof, are hereby authorized to establish both deposit relationships and credit relationships necessary to conduct WSBA business; and

That the Treasurer, Executive Director, [Name of ED], and \_\_\_\_\_ are authorized as signers on any deposit relationship in order to withdraw funds of the WSBA; and

That the Executive Director; [Name of ED], and Chief Operations Officer, and their designees are authorized to invest excess balances, in accordance with the Investment Policy; and

That the Executive Director, Chief Operations Officer, Senior Accounting Manager/Financial Analyst, and their designees, are authorized to make deposits and transfers in established accounts.

Approved by resolution of the Board of Governors on the \_\_\_\_ day of \_\_\_\_\_, \_\_\_\_.

\_\_\_\_\_  
xxxxx, President

ATTEST:

\_\_\_\_\_  
xxxxx, Executive Director, and  
Secretary to the Board of Governors



## **PHILOSOPHY**

The WSBA's funds have historically been invested exclusively in cash, cash equivalents and debt instruments. Although this provides a high degree of safety, the returns received are low and have not always kept up with inflation. The Board of Governors believes it is prudent and in the best interest of the WSBA and its membership to hold a diversified portfolio of investments that allows funds to be invested in a manner that is consistent with cash needs of the organization while meeting its investment objectives. The WSBA's funds are invested in cash, cash equivalents, debt instruments, and equities.

The investment policy was modified in March 2007 to allow for the investment of a portion of the funds held by the WSBA in the broader market (beyond items such as Certificate of Deposits and Bonds, into the equities market) while at the same time maintaining a pool of short-term investments to meet anticipated needs over the next 12 month period. Investing in the broader market involves a greater degree of investment risk, therefore only that portion of the funds that is not needed to meet the short-term needs may be invested in such markets.

## **OBJECTIVES**

The primary investment objectives of the Washington State Bar Association are:

- Preservation and safeguarding of the principal amount invested;
- Maintenance of liquidity to meet operating cash flow needs; and
- Maximization of return consistent with the above two objectives.

At least quarterly, balances shall be monitored and compared to cash flow needs so that funds may be invested promptly upon receipt in order to meet the primary investment objectives. It is expected that investments in debt instruments or time deposits will be held to maturity, and therefore funds that are allocated to those investments should be invested so that they mature when cash is expected to be needed for operations.

## **AUTHORITIES**

Annually, the Board of Governors will review and make any necessary changes to their resolution authorizing banking and investment relationships that designates who is authorized to:

- Establish deposit relationships;
- Make deposits and transfers in established accounts;
- Invest excess balances and reinvest funds at maturity or when otherwise available from one investment vehicle to another; and
- Deposit proceeds of maturing or sold investments into appropriate interest bearing accounts.

Investments are made under the prudent investor standard applicable to fiduciaries under the provisions of RCW 11.100.020, with judgment and care under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

In making investments, the following factors shall be considered:

- The probable income as well as the probable safety of the investment;
- Marketability of investments;

- General economic conditions;
- Length of the term of the investments; and
- The WSBA's projected liquidity needs for both the short-term (next twelve months) and the long-term (over one year).

## **PORTFOLIO CONSTRUCTION**

The assets of WSBA may be held or invested in cash or cash equivalents, governmental and corporate fixed income securities, and equities. WSBA's total portfolio shall be comprised of the following:

1. A portion of the assets not to exceed the Board-designated general fund Facilities Reserve ("long-term portfolio") shall be invested in accordance with the prudent investor standard.
2. The balance of the assets ("short-term portfolio") shall be kept in cash, cash equivalents, auction rate securities, or fixed income securities having maturity dates that are consistent with the time frames for the anticipated liquidity needs of WSBA.

## **INVESTMENT GUIDELINES**

### Equities

- U.S. Common Stocks
- U.S. Convertible Notes and Bonds
- U.S. Convertible Preferred Stocks
- American Depositary Receipts (ADR) and American Depositary Shares (ADS) of Non-U.S. Companies
- No-Load Mutual Funds that invest in securities allowed in this investment policy and which have annual operating expenses of less than one percent (1%)
- Auction Rate Securities with a minimum rating of A or better

### Cash Equivalents

- Treasury Bills
- Money Market Funds with a Moody's rating of A or better
- Commercial Paper issued by corporations rated A1 by Standard and Poor's or P1 by Moody's
- Banker's Acceptances issued by domestic banks rated A1 by Standard and Poor's or P1 by Moody's
- Certificates of Deposit issued by any U.S. bank that meets all the regulatory reserve requirements and minimum capital requirements, and which are insured by the FDIC or the National Credit Union Administration, up to the federally insured amount.

### Fixed Income Securities

- U.S. Government and Agency Securities
- Corporate Notes and Bonds, rated AA by Standard and Poor's or Aa by Moody's.
- Mortgage-Backed Notes and Bonds



### General Limits

- No more than five percent (5%) of the reserve portfolio and no more than fifteen percent (15%) of the short-term portfolio may be invested in any one company or issuer
- No more than twenty percent (20%) of the reserve portfolio shall be invested in any one industry
- No more than twenty percent (20%) of the total portfolio shall be invested in corporate bonds
- Investments in fixed income securities shall have a maximum maturity date of ten (10) years, and the weighted average portfolio maturity shall not exceed five (5) years.

## **MANAGEMENT AND MONITORING OF PERFORMANCE**

### Investment(s)

The WSBA may engage one or more fee-for-service investment managers and delegate individual investment decisions to such investment managers within the guidelines of this statement and the specific direction of the Budget and Audit Committee. A qualifying investment manager must be a registered investment advisor under the Investment Advisors Act of 1940. The selection and allocation of funds to individual investment managers will be made by the Budget and Audit Committee. The Chief Operations Officer or Controller shall work with the investment managers in implementing the investment strategy.

The Budget and Audit Committee and Board of Governors must approve any significant changes in the investment strategy. In the event the WSBA's investment managers recommend an immediate change in strategy that creates the need for a time-sensitive decision to be made, the Chief Operations Officer has the authority to approve the investment manager's suggested strategic change. Prior to granting such authorization, the Chief Operations Officer shall consult with the Executive Director (or acting E.D.) and/or Treasurer, and if neither of them are available then the President, President-elect, or Immediate Past-President in that order. The Budget and Audit Committee shall be notified of such changes as soon as practicable. Only with the approval of the Board of Governors may a commissioned securities broker be engaged to manage all or any portion of the assets, but a securities broker may be utilized to execute trades authorized by the Budget and Audit Committee or its investment managers.

### Reporting

A report will be prepared at the end of each month listing the investments held, and which shall state the maturities and rates of return of any fixed income securities. This report will be included in the monthly financial statements and provided to the Budget and Audit Committee and the Chief Operations Officer for review, and provided at each quarter-end to the Board of Governors. Additionally, the Controller will prepare an investment update at the end of each month that will report on the long-term portion of the portfolio. This will be provided to the Budget and Audit Committee and the Board of Governors at each meeting.

### Performance Reviews

The Chief Operations Officer, the Controller, the Treasurer, and one or two Budget and Audit Committee members (collectively, the "Investment Subcommittee") shall monitor the performance of the investment portfolio. The investment performance of total portfolios, as well as asset class components, will be measured against commonly accepted performance benchmarks. Consideration shall be given to the extent to which the investment results are consistent with the investment philosophy, objectives, and guidelines set forth in this policy. The Investment Subcommittee will meet with the investment advisors as necessary, provide reports to the Budget and Audit Committee at least quarterly, make decisions with the investment advisors on changes in investment, and recommend changes in the overall investment strategy.

## **GENERAL**

### Safekeeping

Investment assets may be held in street name or in safekeeping at the commercial or investment bank handling the transaction, on behalf of the WSBA.

### Application

This policy applies to all investment funds, including those of the Lawyers Fund for Client Protection, WSBA sections, and any other state Bar entity.

### Updating of Policy

This policy will be reviewed annually by the Budget and Audit Committee and the Chief Operations Officer.

### **Checking/Savings Accounts**

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The Bar currently maintains three checking accounts:

- Wells Fargo general checking account;
- Wells Fargo Zero-balance payroll account, linked to the general account; and
- Wells Fargo Lawyer's Fund for Client Protection checking account.

### **Investment Accounts**

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The WSBA currently maintains the following investment accounts:

- Morgan Stanley money market account
- Merrill Lynch money market account
- UBS money market account
- Wells Fargo money market account
- Morgan Stanley investment in managed funds
- UBS investment in municipal bond fund
- Morgan Stanley investment in municipal bond mutual funds
- Wells Fargo, Morgan Stanley, UBS, and Merrill Lynch - various individual investments (commercial paper, CDs, auction rate securities, etc.)
- Morgan Stanley money market account (LFCP)
- Wells Fargo money market account (LFCP)



## **Chapter 4: Fund Balance** *(updated and approved by the Board of Governors on September 29, 2016)*

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The fund balances, or net assets, of the Washington State Bar Association (WSBA) are the difference between assets and liabilities. Fund balances are either unrestricted or restricted. The Board of Governors may designate, and has designated, portions of the WSBA's unrestricted fund balance for specific purposes. Annually during the budgeting process, the Budget & Audit Committee shall review all fund balances, determine if funds allocated to the various reserves should be adjusted taking into account the goals and purposes of each fund, and make any recommendations for adjustments to the Board of Governors.

### **UNRESTRICTED RESERVES**

#### **GENERAL FUND RESERVES**

The General Fund supports the majority of the WSBA's work, including regulatory functions and most services to members and the public. General Fund reserves are funded by the annual operating income of the WSBA. Use of the General Fund reserves is approved by the Board of Governors, usually planned as part of the annual budget, and is reflected in any annual net loss incurred by the WSBA.

It is fiscally prudent to maintain reserves to support operations in the event that an unanticipated loss occurs. Therefore, unless recommended by the Budget & Audit Committee and approved by the Board of Governors, the total value of the General Fund Reserves shall not fall below \$2 million dollars.

- 1. Operating Reserve Fund.** The Operating Reserve Fund is a board-designated fund established to cover unanticipated expenses in the event of an emergency. As of April 2008, the Operation Reserve Fund shall be \$1.5 million. Any use of this fund shall be recommended by the Budget and Audit Committee and approved by the Board of Governors.
- 2. Facilities Reserve Fund**

The Facilities Reserve Fund is a board-designated fund established to support future facilities needs such as an office move or refurbishment of existing office space. As of October 2016, the minimum balance of this fund shall be \$200,000. It is expected that the fund's value will increase as the WSBA gets closer to lease completion at the end of December 2026. To determine the level of reserve funds needed for a future move or refurbishment, the Budget and Audit Committee shall seek the guidance of the Facilities Subcommittee of the Budget and Audit Committee to assist in setting the facilities reserve fund balance goal no later than 5 years prior to the end of the WSBA's lease.
- 3. Unrestricted General Fund Balance**

This is the cumulative balance of net assets from General Fund operations not otherwise restricted or designated to any other fund.

#### **CONTINUING LEGAL EDUCATION (CLE) RESERVE FUND**

The CLE Reserve Fund is a board-designated fund that serves as an operating reserve in the event CLE suffers an unanticipated financial loss. The CLE reserve is funded by the annual operating income of the CLE Seminars and Products operations. Reserves may be used to cover any net loss or extraordinary costs. The CLE Fund shall remain a part of the WSBA assets and, as such, is subject to the superintendence and control of the Board of Governors.

#### **SECTIONS FUND**

The Sections Fund is a board-designated operating reserve fund for the WSBA sections, consisting of the cumulative balance of net assets of all sections. Separate ledgers will be maintained for each section, making up the total for the Section Fund.

### **RESTRICTED RESERVES**

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## **LAWYERS' FUND FOR CLIENT PROTECTION (LFCP)**

In 1995, the Washington State Supreme Court and the WSBA created the Lawyers' Fund for Client Protection (LFCP). The purpose of this restricted fund is to relieve or mitigate a loss sustained by any person due to the dishonesty of, or failure to account for money or property entrusted to, any member of the WSBA in connection with the member's practice of law, or while acting as a fiduciary in a matter related to the member's practice of law. The LFCP fund receives a mandatory annual assessment from each active WSBA member. The difference between revenues and expenses of this fund each year results in the LFCP restricted fund balance.

## **Chapter 6: Expenses *(updated and approved by the Board of Governors on July 23, 2016)***

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### **I. GENERAL EXPENSE REIMBURSEMENT POLICY**

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WSBA depends upon and values the time and talent of its employees and volunteers. As a steward of member funds, WSBA asks for employees and volunteers to help save costs. **WSBA will reimburse: (1) reasonable, (2) necessary, and (3) appropriately documented, out-of-pocket expenses incurred in connection with WSBA business or meetings, as set forth herein.**

#### **A. Scope**

This policy applies to all employees and volunteers while engaged in authorized WSBA work, including, but not limited to: the President, President-elect, and Immediate Past-President; Board of Governors; Board of Governors-elect; board, committee, task force, council, and panel members; section officers, executive committees and members; and invited guests. Any items not included herein deemed necessary to conduct the WSBA's business, or that deviate from these policies due to extenuating circumstances, may be approved by the WSBA Treasurer or the Executive Director in accordance with the WSBA Fiscal Matrix.

#### **B. Liability**

The financial liability of the WSBA to any board, committee, task force, council, panel or section is limited to the funds budgeted for it in the current approved budget of the WSBA. If any volunteer, board, committee, task force, council, panel or section (or any one of its members): (1) incurs a liability that is greater than the funds budgeted or otherwise approved; or (2) incurs a liability in excess or outside of the amounts allowed by this policy, such liability may be the personal obligation of the individual responsible for incurring or authorizing the liability.

#### **C. Policy Exceptions**

- WSBA ABA Delegate expenses shall be reimbursed up to a fixed amount set each year during the budget process.
- Certain expenses of WSBA Officers, Board of Governors, and the Executive Director shall be reimbursed in accordance with "IV. Expense Policies: WSBA Officers and Board of Governors" and Section "V. Expense Policies: WSBA Executive Director", *infra*.
- Section executive committees may use their discretion: (a) to use section funds to cover group meal expenses for one guest per section member attendee at section events open to all section members, at executive committee retreats, and at speaker or award dinners; and (b) to pay or reimburse a speaker or award recipient and guest for travel, meals, and lodging in accordance with WSBA expense policies.

#### **D. General Guidelines for Reimbursement Requests**

1. WSBA will not reimburse expenses that are reimbursed from another source.



2. WSBA will not reimburse expenses incurred by spouses, domestic partners or guests (hereafter collectively referred to as “guest” or “guests”, except as identified in Section I.C above. However, WSBA will reimburse for double accommodation (as compared to a single).
3. In accordance with IRS requirements, any person seeking reimbursement from WSBA shall submit a signed, dated WSBA Expense Report, supported by detailed receipts. In the absence of a detailed receipt, up to \$75 may be reimbursed for an expense by completing an Expense Affidavit Form.
4. All WSBA Expense Report forms and receipts must be submitted within 60 days of incurring the expense; with the exception that expenses incurred in September must be submitted within 30 days after WSBA’s September 30 fiscal year end (by October 30). Reimbursement requests for expenses incurred in the prior fiscal year submitted after October 30th of the following fiscal year will not be paid unless approved by the Executive Director and Chief Operations Officer.

#### **E. Travel Expenses**

##### **1. Volunteers:**

WSBA encourages virtual meetings whenever feasible to accomplish board, committee, task force, panel, council and section work. For face-to-face meetings, WSBA will reimburse: (a) chairs for their travel expenses; and (b) non-chair members only for meetings scheduled for 3 hours or more, or for travel 50 miles or more one way. Reimbursement of travel expenses to board, committee, task force, council, panel and section members residing out of state to attend their meetings is limited to the approximate cost of in-state travel<sup>1</sup>.

##### **2. WSBA Employees:**

Employees must have prior authorization, from their supervisor or inherent in their job description, to incur travel, lodging, and meals expense on the job. Any costs beyond Seattle-Metropolitan area mileage (King, Pierce, and Snohomish Counties) related to attending Board of Governors meetings shall be pre-approved by the employee’s director. All overnight stays at a Board of Governors meeting shall be approved by the Executive Director. For additional terms, see “III. Additional Employee Expense Policies”.

#### **F. Transportation**

Subject to Section I.E, WSBA will reimburse transportation costs based on the limits set forth below. WSBA will not reimburse for lodging *en route*, and will only reimburse for the lesser cost of coach-economy airfare. Reimbursement for out-of-state meeting travel is limited to the approximate cost of in-state travel (the cost of traveling from the nearest Washington border).

1. **Personal Autos:** Mileage will be reimbursed at the IRS Standard Mileage Rate in effect at the time of travel. *Carpooling is encouraged.* Damage to personal autos while being used on WSBA business is not covered because a portion of the mileage reimbursement is intended to defray the insurance cost to the individual. Fines for traffic violations are also not reimbursable.
2. **Rental Cars:** Rental cars may be used only when economical compared to other modes of local transportation or if local transportation is nonexistent. Rental charges should be net of any discounts and will be limited to the rental cost of compact or standard-size cars.
3. **Ground Transportation:** WSBA will reimburse ground transportation, parking costs and tolls. WSBA will reimburse longer term airport parking at the lower of actual parking costs or an airport shuttle to/from the traveler’s home.
4. **Airfare:** WSBA will only reimburse coach/economy-class airfare, which should be booked well in

advance of travel to obtain lowest possible fares. WSBA reserves the right not to fully reimburse for travel booked less than two weeks in advance of travel. WSBA will not reimburse for use of frequent flyer coupons or air miles. Use of private airplanes is permitted; however, reimbursement is limited to an amount not to exceed coach-class airfare on a commercial air carrier, purchased not less than two weeks in advance of travel, for the same or substantially similar route. WSBA will pay a cancelled airfare if it cancels a meeting. Airfare change fees will be paid for changes in a meeting schedule. *Reimbursement receipts for airline travel must include name of passenger, credit card used for payment, confirmation that flight was paid in full, date of flight, and departure and destination locations. Credit card statements and cancelled checks are not acceptable.*

5. Other: Reimbursement for any other method of travel will be reimbursed only in an amount that would have been payable had the most economical method of travel been used.

#### **G. Lodging/Hotel Accommodations**

WSBA will reimburse hotel/motel accommodations up to \$175 per night (\$200 in Seattle) plus taxes. With respect to out of state conferences, WSBA will reimburse hotel accommodations at the advertised conference hotel rate. If no lodging below the applicable limit is available or convenient in the area of the stay, department directors may approve reimbursements above the applicable per night limit. WSBA will not reimburse for incidental expenses such as entertainment, personal phone calls, etc. *Reimbursement receipts must include name/location of hotel, guest name(s), date(s) of stay, and breakdown of charges for lodging, meals, telephones, and incidentals.*

#### **H. Meal Expenses**

1. WSBA will reimburse meal expenses, including gratuity. WSBA will not pay or reimburse for alcohol purchases (see Section II. Purchase of Alcohol for Bar Functions). The WSBA will reimburse up to \$12 for breakfast, \$18 for lunch, and \$36 for dinner. If a person is traveling all day (for all three meals), he/she may combine the allowances set forth above into one per diem amount and reallocate the per-meal allowances as desired (e.g., spend more on lunch and less on dinner).
2. If a meal is provided as part of a meeting or conference, no reimbursement will be made for substitute meals.

#### **I. Expenses Other Than Travel/Transportation, Lodging, and Meals**

1. Office Expenses: Despite use of services available through the WSBA office, volunteers may occasionally use their own resources to conduct WSBA business. Where practical, volunteers are expected to absorb, without reimbursement, minor expenditures. However, to the extent that cost records are available to document specific out-of-pocket expenses, such as telephone calls and postage, reimbursement may be made. Expenses for photocopying and facsimile use will be reimbursed at rates set by the WSBA<sup>2</sup>. No reimbursement will be made for office services not detailed by this policy (for example, voice mail charges, telephone connections, etc.). No reimbursement will be made for personnel costs or professional services without specific advance authorization.

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<sup>2</sup> Photocopying charges will be reimbursed at the actual out-of-pocket expense up to 15 cents a page. For faxes, the WSBA will reimburse the lesser of (a) the actual cost to send the fax; (b) up to 25 cents per page; or (c) up to \$5 per transmission. Appropriate documentation detailing the number of pages, fax recipients, etc. is required. The WSBA will reimburse for the telephone costs associated with long distance fax calls if detailed cost records are available.



2. Gifts/Awards: WSBA will reimburse costs (up to \$100) for the purchase of gifts, plaques or similar items recognizing an individual's extraordinary volunteer service to the WSBA and/or its component parts. Gifts from volunteers to WSBA employee are prohibited except for *de minimis* or token appreciations (up to \$50). All employee liaisons to boards, committees, task forces, councils, panels or sections should make sure the group is aware of this policy.
3. Miscellaneous: Reimbursement for expenses not otherwise described by this policy may be allowed when reasonable, necessary, appropriately documented, explained, and approved by the Executive Director or WSBA Treasurer in accordance with the Fiscal Matrix.

## **II. PURCHASE OF ALCOHOL FOR BAR FUNCTIONS**

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The WSBA prohibits the use of WSBA funds to purchase alcoholic beverages.

- A. WSBA will not pay for or reimburse alcoholic beverages purchased by volunteers or employees as part of a meal. Such purchases shall be segregated from meal expenses and paid for by the individual ordering them.
- B. Alcoholic beverages may be served at WSBA functions, as long as they are: (1) paid for with personal funds (e.g. no host bar), or with non-WSBA funds raised for that purpose; (2) paid directly to the vendor; and (3) served by a licensed bartender.

## **III. ADDITIONAL EMPLOYEE EXPENSE POLICIES**

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### **A. Weekend Work**

Working on a weekend is treated like any other workday. Meals, daycare, etc. will not be reimbursed. However, in some circumstances, employees may be reimbursed for parking if they are required to work on a weekend (see "Private Auto- Parking" policy below).

### **B. Transportation**

1. Rental Cars: Car rental requires pre-approval of a department director, and may be used only when economically practical compared to other modes of local transportation or if local transportation is nonexistent. Rental charges should be net of any discounts and will be limited to the rental cost of compact or standard-size cars. It is helpful to rent the car in the name of the WSBA. However, the WSBA's insurance policy contains an endorsement which extends coverage for damage to rental cars even if they are rented in an individual's name as long as they had permission from the WSBA and they are on WSBA-related business (the endorsement is intended to fill in the gaps where someone doesn't or can't rent the car in the WSBA's name). The WSBA will not pay for additional insurance coverage; the renter should decline coverage when renting in the WSBA's name.
2. Private Auto – Parking: Employees who purchase a monthly parking space are eligible for daily parking reimbursement at a prorated rate (1/21 of the monthly parking cost) on days they are required to use their vehicles for business. Employees who normally take public transportation but occasionally need their car for work may be eligible for reimbursement of actual parking costs. This option is expected to be used only occasionally and may apply regardless of whether the employee returns to the WSBA at the end of their work day. In addition, employees whose work assignments temporarily require substantial after-hours and weekend time in the office may request reimbursement for parking, subject to department director approval. Examples of such situations include the following: hearings; bar

exam preparation; committee, section, or board meetings; or other projects.

3. Taxi Rides: As part of the Metro Area FlexPass program, employees who have a FlexPass and use an eligible method of transportation to work may use a taxi to get home if they meet certain emergency criteria. See the Human Resources Department for details. Directors may authorize a WSBA-paid taxi ride home in extenuating circumstances.
4. "Advances" For Travel or Expenses: The Executive Director, upon a director's recommendation, may approve travel advances. Requestors should allow sufficient time to prepare the check.

#### **C. Meals**

1. With Volunteers: Picking up the tab for lunches with volunteers outside of regular meetings should be done with caution because of consistency, fairness, and appearances. Director approval is required. Any such expenses should be charged to the committee or function budget.
2. "Buddy" Meals: Employees assigned to be the "buddy" of a new employee may take the new employee to lunch. Moderately priced lunches (around \$20 per person) should be the norm.

#### **D. Professional License Fees**

WSBA will reimburse an employee or directly pay for fees associated with professional licenses that the employee legally must have to perform his/her job at the WSBA, or which the Executive Director determines are in the interest of the WSBA for the employee to have. This includes, for example, WSBA licensing fees (but not section membership fees) for attorneys whose positions require a license to practice, the State Board of Accountancy licensing fees for CPAs, and the Department of Health licensing fees for LAP psychotherapists. Such reimbursements/payments are prorated for new employees based on the calendar year and date of beginning work at the WSBA, as follows:

Month	% Reimbursed
January	100%
February	92%
March	83%
April	75%
May	67%
June	58%
July	50%
August	42%
September	33%
October	25%
November	16%
December	8%



#### **E. Professional Liability Insurance**

WSBA reimburses Lawyers Assistance Program employees for the cost of professional liability coverage for their activities conducted pursuant to their employment with WSBA. An employee who leaves WSBA employment during the insured period must refund to the WSBA that portion of the reimbursement covering any insured period after WSBA employment ends.

#### **F. Employee Membership Dues**

WSBA may reimburse or pay membership dues for employees to belong to local, state, or national organizations, subject to director approval and budget constraints.

#### **G. Employee Cell Phone Expense Reimbursement Policy**

This policy covers the reimbursement policies and procedures for business use of employee-owned cell phones.

##### **A. Personal Cellular Phone Reimbursement – Ongoing Basis**

A person who qualifies for a WSBA issued cell phone (based on their job duties) but chooses to use his/her personal cellular phone for WSBA business may be authorized to seek reimbursement in lieu of being issued a WSBA cellular phone as long as:

- a. The director and user agree on a fair and equitable way to allocate the charges between WSBA and the user based on cost or time spent on WSBA calls vs. personal calls (Note: Permanent users can be reimbursed for charges based on unlimited minute plans); and
- b. The appropriate director approves such arrangements in writing.

The employee shall submit a Check Request or Expense Report, along with a copy of his/her cell phone bill showing the charges and specific WSBA-related calls. WSBA cellular phone bills shall be charged to the appropriate cost center (department telephone expense) on the Check Request.

##### **B. Personal Cellular Phone Reimbursement – Occasional Basis**

Employees who occasionally incur cell phone charges for WSBA-related business on a personal cell phone are authorized to submit an expense reimbursement if:

- a. The use of phone was *necessary* for the performance of job duties; and
- b. The personal cell phone plan is such that cell phone owner is actually charged for the WSBA calls and the cost of WSBA-related calls are easily determined as follows: (a) charges are based on per minute charge; or (b) a flat fee is charged for an allotted number of minutes; a per-minute charge applies to minutes beyond the allotment; and the WSBA call(s) resulted in the owner going over the allotted minutes.

No reimbursement for occasional WSBA-related calls where plan charges are based on unlimited usage (WSBA will not pay a percentage of the total monthly fee). The employee shall submit a Check Request or Expense Report, along with a copy of their cell phone bill showing the charges and specific WSBA-related calls. WSBA cellular phone bills shall be charged to the appropriate cost center (department telephone expense) on the Check Request.

## **H. Employee Parties and Celebrations**

1. Generally, events in which all employees are invited to participate, or were approved by the Executive Director and the directors in advance, are paid by the WSBA. These include:
  - Activities Committee events (e.g., potlucks, annual holiday party, monthly birthdays, ice cream socials, etc.);
  - Lunch on records clean-up days;
  - Refreshments for all-employees meetings; and
  - Executive Director's purchase of treats for the entire employees for a special occasion.
2. Examples of where the WSBA *will not pay* include (any exceptions to this must be approved in advance by the Executive Director):
  - Personal celebrations like showers for weddings or babies;
  - Flowers for personal events, like illness or death in the family; and
  - Going-away luncheons or gifts.

## **I. Employee Development Budget**

Each director is given an annual Employee Development budget, with sole discretion to use Employees Development funds reasonably for team building items such as employee retreats or activities, department meeting meals or snacks, coffee or lunches with employees, and tokens or small gifts of appreciation for employees.

# **IV. EXPENSE POLICIES: WSBA OFFICERS AND BOARD OF GOVERNORS**

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The officers and members of the Board of Governors (including sitting and newly elected officers and Governors) are fiduciaries of WSBA and ambassadors to WSBA boards, committees, task forces, councils, panels and sections; to local and specialty bar associations in Washington state; and to other related groups or officials. It is expected that WSBA officers and governors will incur certain expenses in furtherance of this responsibility, and will comply with the expense policies of the WSBA, with the following exceptions:

## **A. Guest Meal Expenses**

Individual meals for a guest of an officer or governor may be reimbursed when no group meal is provided (up to the limits set forth in the "Meal Expenses" section of the General Expense Reimbursement Policy). Separate lodging/rooms and transportation costs will not be reimbursed.

## **B. Officer and Governor Attendance at Law-Related Events**

From time to time WSBA officers and governors are invited to attend a ticketed, non-educational event sponsored by an outside organization. Usually, these invitations come from local or specialty Bar Associations in the state of Washington, or a similar national organization having a local meeting, or other law-related organizations. The primary purpose of the event may be to raise funds for the organization, or it may be social or networking occasion.

The Board affirms its role as a statewide organization to reach out to these interest groups, to encourage and support other Bar Associations and law-related organizations, to further the understanding of the activities and purposes of the WSBA, and to foster collegiality among its members and goodwill between the Bar and the public; in a fiscally prudent manner.

To this end, WSBA will annually reimburse expenses incurred for group registration events as follows:



	Statewide Events	Local and Specialty Bar Events	Significant County Bar Events
<b>Officer</b>	yes	up to 8	yes
<b>Governor</b>	yes	up to 6	In Governor's home district

The Executive Director may approve exceptions to these limits. WSBA reserves the right to request reimbursement for cancellations to group registration events.

### **C. Officer and Governor Travel to and Attendance at National/Regional Events**

Educational, training, or networking events for officers and/or governors are approved as part of the budget process based on the educational/networking value. Examples include the Bar Leaders Conference, Western States Bar Conference, American Bar Association annual or mid-year meetings, or meetings of the National Council of Bar Presidents.

The following policy has been adopted by the Board of Governors:

#### **1. Officer Conferences**

The President is budgeted to attend one National Conference of Bar Presidents meeting and the Western States Bar Conference. The President-elect is budgeted to attend the Bar Leaders Institute in Chicago, and one National Conference of Bar Presidents meeting.

#### **2. Governor Conferences**

Governors may attend one conference in their second year on the Board of Governors.

## **V. EXPENSE POLICIES: WSBA EXECUTIVE DIRECTOR**

The Executive Director is an ambassador of WSBA to WSBA boards, committees, task forces, councils, panels and sections; to local and specialty bar associations in Washington state; and to other related groups or officials. It is expected that the Executive Director will incur certain expenses in the furtherance of this responsibility. The Executive Director shall comply with the expense policies of the WSBA, with the following exceptions:

### **A. Guest Meal Expenses**

Individual meals for a guest will be reimbursed only at Board of Governor functions when no group meal is provided (up to the limits set forth in the "Meal Expenses" section of the General Expense Reimbursement Policy). Separate lodging/rooms and transportation costs will not be reimbursed.

### **B. Attendance at Law-Related Events**

The Executive Director shall be reimbursed for attendance at law-related events when he/she is attending in his/her official capacity.

### **C. Travel**

Reimbursement will be made for travel costs (transportation, lodging, meals and incidentals) to other bar associations when the purpose of the trip is to meet with another bar's Executive Director or elected official(s) for the purpose of furthering WSBA business. This would include local and specialty bar associations in Washington state, and unified or voluntary bar associations in other states. The Executive Director is also reimbursed for attendance fees and travel and lodging expenses to attend work-related educational seminars, such as, but not limited to, American Bar Association, Western States Bar Conference, Bar Leaders Institute, and the National Association of Bar Executives.

#### **D. Meals**

WSBA will reimburse meal expenses of the Executive Director and any WSBA or Washington state elected or appointed official(s) when the purpose of the meal is for the Executive Director to conduct WSBA business with the official(s). This would also include Washington state local and specialty bar elected or appointed officials.

#### **E. Review of Payments to Executive Director**

At least quarterly, the Treasurer shall review the payments made to the Executive Director (including salary, benefits, credit card charges, and reimbursements). The Controller prepares a quarterly report for the Treasurer to review and sign.

### **VI. CLE SPEAKERS/PROGRAM PARTICIPANTS EXPENSES**

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In general, reimbursements to speakers and program participants shall be reimbursed according to the WSBA guidelines. However, with prior approval of the Executive Director, WSBA may approve reimbursements for lodging and meal expenses above the WSBA rates, as supported with appropriate receipts.

### **VII. ACCOMMODATION FUND**

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#### **A. Purpose**

The WSBA Accommodation Fund and Procedures are established to support the WSBA Accessibility Policy and ensure reasonable accommodation to members' participation in WSBA services, programs and events. Accommodation for services, programs and events is available to all members with disabilities. Reasonable accommodation includes such accommodation as sign language interpretation, sound enhancement, or other accommodation requested by members wishing to participate in WSBA services, programs and events.

#### **B. Procedures**

Persons should request accommodation through WSBA employees organizing the event (Organizer). The request should describe the event or series of events and the accommodation requested. Dialogue with the person requesting accommodation may be necessary to assure the most appropriate accommodation. All accommodation requests should be made as far in advance as possible, at least two weeks in advance of the event is strongly recommended to allow the best accommodation possible. The Organizer will review the request and outline the reasonable accommodation available. Reimbursement requests or pay-ahead service requests will be handled by the Organizer to ensure privacy. Should the request be beyond the expertise of the Organizer, even after consultation with Human Resources, outside experts will be consulted.

#### **C. Other**

The Accommodation Fund is intended primarily for use by WSBA members — other resources are available for WSBA employee accommodation and the Accommodation Fund is not intended to cover other overall accessibility accommodation which are budgeted for separately. The Accommodation Fund is not intended to cover facility or general accommodation needs. These matters will be handled by employees working with the facility at which the meeting or event is to be held.

#### **D. Funding**

The amount of funding available for accommodation will be set annually as an estimate of need in the budget process but may be modified by the Budget and Audit Committee if further needs arise to assure accommodation. The Organizer shall work with the Chief Operations Officer to prepare a request for increased funding which will be considered by the Budget and Audit Committee at its next meeting. In time sensitive



circumstances the Executive Director can preliminarily approve a request which exceeds the Accommodation Fund, so long as the funds are available within the current fiscal year budget, subject to the Fiscal Responsibility Matrix.

#### **VIII. WSBA CREDIT CARDS**

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Each department director and some employees who frequently incur travel expenses (e.g., investigators) are issued individual WSBA corporate credit cards ("card holder") to cover WSBA business expenses only; personal charges are not allowed. An exception is if the charge contains personal expenses beyond the WSBA limit, in which case the card holder shall submit a check to Accounting with the credit card bill. All charges on a WSBA credit card must be supported by appropriate detailed receipts.

Card holders may authorize their employees to use their credit card for business expenses. However, the card holders remain responsible for all charges made using their credit card; specifically, that all charges comply with WSBA policies, are made within the delegated budget authority, and are coded to the proper general ledger account.

Each card holder must approve the monthly statement for his/her credit card. The monthly statement, along with detailed receipts and general ledger coding information, shall be submitted to the A/P Bookkeeper within 10 days of the end of the month.

Employees who support the WSBA's conference rooms and CLE Conference Center may be issued credit cards for the purpose of purchasing office supplies, food service, kitchen supplies, etc. in order to efficiently and cost-effectively manage the conference rooms and provide support to employee meetings. The monthly American Express bill shall be reconciled and coded to the proper general ledger accounts, then given to the Chief Operations Officer for review and approval.

#### **IX. FUNCTIONAL ACCOUNTING/ALLOCATION OF INDIRECT EXPENSES**

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"Indirect" expenses are expenses that benefit the whole organization; in many ways they are the basic cost of doing business. Examples include the big things like salaries, benefits, rent, telephone, insurance, legal advice, auditing services, computer equipment, etc., as well as the little things like all-employee meetings, coffee/tea service, etc. GAAP does not require a specific method of allocating expenses to their appropriate function. There are numerous ways to allocate common expenses, but there is no one correct way. However, the method chosen must be meaningful, reasonable, accurate, and consistently applied. Changes in the method of allocating indirect expenses, and what specific expenses are included in indirect expenses, are generally disclosed in the audited financial statements.

The main goal of allocating common expenses is to provide the "true cost" of each program. However, getting a "true cost" is a misnomer, since different allocation methods will produce different results. The organization must choose a reasonable method that makes sense and will produce "accurate enough" information. Thus, it is important to understand that you are never really seeing the true cost of any program; you are seeing as close as we can get based on the allocation method chosen. A good example of this is how the WSBA treats certain support expenses. The WSBA has several departments which support all the cost centers, but for which the costs are not allocated to the indirect pool. No employee time for the Human Resources department or Information Technology department is allocated to other cost centers, although they primarily exist to support all cost centers. Thus, the "true cost" of a program does not include many of the WSBA support functions provided to it. It is helpful to understand this when conducting reviews of programs and cost centers.



WSBA has been using functional accounting since 1992. Direct expenses are recorded 100% to the appropriate cost center. Examples include committee expenses, employee travel, events, etc. The WSBA allocates indirect expenses as follows:

- Salaries – Salaries are directly allocated (through payroll) to the cost centers in which the employees primarily work. For example, some employees are allocated among several cost centers in one department (e.g., Advancement or Regulatory Services Department). Many employees are allocated to only one cost center, although they perform work for many functional areas (e.g., Finance and Administration Department employees). *The allocation of employees is done through the budget process; employees are allocated throughout the year just as they are budgeted.* Therefore, a person may be budgeted at 25%, but may actually spend more or less of their time performing work for that cost center. However, the person is allocated through payroll at 25% regardless of their actual time spent unless a mid-year change in actual allocation is authorized by the Executive Director<sup>1</sup>. Actual time is considered in allocating employees for the next budget year.
- Benefits – When incurred, benefits expenses are pooled together and allocated among the cost centers *based on the salary expenses (dollars, not FTEs)* for each cost center. This method proportionately distributes benefits in relationship to the salaries expenses. Thus, the departments with higher-paid employees will also incur a higher share of benefits expense.
- Other Indirect Expenses (insurance, telephone, professional fees, etc.) – The WSBA allocates all other indirect expenses based on the *number of FTE's* in a cost center. For example, if a cost center has 10 out of 138 of WSBA's FTEs, then it will be allocated 7.2% (10/138) of the pool of indirect expenses.

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<sup>1</sup> Note: The WSBA used to allocate salaries based on the actual time spent each payroll; however, this method was discontinued due to its unpredictability, volatility, and the cost of tracking such detail.

## Chapter 10: Sections

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### Overview of Section Funds

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WSBA has unrestricted, designated, and restricted fund balances. See Chapter 4, Unrestricted and Restricted Fund Balance Policy. All funds collected by the WSBA on behalf of a Section are subject to the control and fiscal oversight of the Board of Governors. Beginning in fiscal year 1994, the Board directed that the total difference between revenues, and direct and indirect expenses, for all Sections each year be designated as Section funds. Indirect expenses are that portion of the WSBA's employees' time and overhead expenses attributed to support of and work for the Sections (reimbursed through the "per-member" charge). Separate ledgers will be maintained for each Section, making up the total for the Section funds.

It is recommended that a Section's fund balance be consistent with its future needs. Generally, the purposes of a fund balance are to:

- Provide a cushion for an unexpected shortfall in revenue.
- Provide a cushion for an unexpected expense.
- Provide for a specific future event that does not occur annually.
- Provide the ability to take advantage of an unforeseen unique opportunity.

A Section's fund balance should be enough to sustain a consistent level of programming in the event there are severe fluctuations in annual Section membership (six months' worth of direct programming expenses are recommended as a guideline). In addition, a Section may plan for specific stated purposes (e.g., scholarships, special events, conferences, publications, and other member benefits). Sections are discouraged from maintaining fund balances in excess of two years' worth of direct programming expenses and specified purposes.

If a Section finds it has accumulated a larger fund balance than recommended above, Section leadership should devise a plan to spend down the fund balance by budgeting and incurring a loss in one or more subsequent fiscal years. Some suggestions are as follows:

- Reduce member dues.
- Subsidize the cost of full-day seminars by reducing the cost per member (the Section will pay the difference between the standard seminar price (\$199 or \$225) and what the Section would like to charge).
- High visibility or national-level speaker for a CLE program.
- Scholarships for law school students.
- Special educational projects (e.g., youth courts, mock trial programs, law school events).
- Improve membership resources (e.g., newsletters, website, law updates, handbooks, publications).
- Annual grant program to help support work of community-based programs providing access to civil legal services.
- Produce or sponsor law-related public information (e.g., Citizens' Rights brochures, sponsor lawforwa.gov website or votingforjudges.org, TVW's "The Docket").
- Donate to Washington State Bar Foundation's Loan Repayment Assistance Program (LRAP).
- Sponsor WSBA's Leadership Institute Fellows' projects through the Washington State Bar Foundation.

## **Executive Committees' Fiscal Responsibility**

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Each Section is entrusted with funds that are paid by its members as dues and that are the fruits of volunteer efforts (such as the Section's share of revenues from CLE programs and mid-year/annual meetings). Each Section's Executive Committee is charged with the duty of approving Section expenditures. As stewards of the Section's finances, the Committee should be responsible in authorizing expenditures in accordance with WSBA and Section policies.

### **Section Budgets**

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WSBA's and the Sections' fiscal year is October 1 through September 30. Section budgets are approved annually by the Board of Governors as part of the WSBA's annual budget. See Chapter 1, Key Fiscal Policies – Budget Policies and Process.

### **Monthly Financial Reports**

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Monthly financial statements will be sent to each Section chair, chair-elect, and treasurer within 30 days of the close of each month with the exception of September due to the close of the fiscal year-end. These summary reports will show the Section's annual budget, actual monthly revenue and expenses, and year-to-date revenue and expenses. A detail report of posted transactions will also be provided. Section chairs, chairs-elect, and treasurers should review their Sections' monthly financial statements for accuracy and comparison to budget, and contact the Section Leaders Liaison if they have any questions about the amount of an income or expense item, the category in which it is recorded, or any other concerns.

### **Section Revenue**

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#### **Member Dues**

Section member dues are collected by the WSBA throughout the year. Each fall, membership renewal forms are sent to all WSBA active members and Section subscribers from the prior fiscal year.

#### **Interest Earned on Section Fund Balances**

Annually, each Section will receive interest income on its fund balance. The calculation and journal entry will be made at the close of WSBA's fiscal year, prior to the annual audit of WSBA's financial statements. Each Section's share of interest income will be determined by taking the average interest rate earned by WSBA on its investments that fiscal year (excluding investments of reserve funds) and applying that rate to the average of the final year-end fund balance of each Section in the current and preceding fiscal years.



### **Programs Co-sponsored with Sections (Plan A and Plan B)**

Sections and the WSBA CLE Department are required to work together. All CLEs co-sponsored with a Section or not are charged an administrative fee to cover the CLE Department's employee time and overhead associated with seminars. The administrative charge is a percentage of gross revenues from the CLE. This percentage shall be determined at the beginning of each fiscal year by the CLE Director based on the prior year's overhead expenses and the current year's budget. After deducting the administrative fee and all direct costs of the co-sponsored program (e.g., facilities, speakers, etc.), the Section and the CLE Department will split the net profit or loss 50/50. These programs are labeled "Plan A" programs.

All Section mid-year meetings will be administered pursuant to the foregoing paragraph.

For annual programs that are (a) seen as both fiscally lower risk to Sections (unless specifically decided by the Section in consultation with the CLE Department to allow for the greater risk - e.g., bringing in a high-priced speaker) and (b) part of the administrative structure of the Section, the CLE Department uses a revenue sharing plan that includes charging the program the standard administrative fee but the Section receives 100% of the profit or loss from that program. These programs are labeled "Plan B" programs.

### **Sections' Smaller Programs in which CLE Employees Provide Limited Assistance (Mini-CLEs)**

For smaller enrollment seminar programs that the Sections put on for Section members that are designated "mini-cles," the CLE Department provides limited assistance to the Section at no charge (e.g. advertising support, online registration, etc.). In these cases, the Sections do much more of the preparation and production of the seminars than regular CLE programming. These "mini-cles" are seen as exclusively member-benefit programs and the registration fees must be \$25 or less. The CLE Department provides specific support for these programs. Sections are responsible for working in collaboration with the CLE Department (i.e., following procedures outlined including timely notice, providing onsite registration personnel, etc.). Please consult with the CLE Director for specific procedural information.

### **Accounting for Profit / Loss on CLE Seminars**

It is important for the CLE Department and the program sponsors, many of whom are WSBA Sections, to know the financial results of their seminar as soon as possible. The CLE Department must wait for all revenue and expenses to be posted before the seminar can be "closed." The CLE Department has instituted a four to six week preliminary fiscal summary for Sections. Upon closing a seminar, the CLE Department shall submit a journal entry to the Accountant to transfer the appropriate portion of the gain or loss to the Section. The CLE Department strives to close each Section seminar no later than 60 to 75 days after the date of the event but late arriving bills, most notably faculty expenses, sometimes lengthen this time. The CLE Department will keep the Section informed of the current of the status of the seminar financials.

### **Section Expenses**

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A WSBA Section, by duly authorized act of the governing board or committee of the Section, shall be authorized to expend all money as budgeted without prior approval by the Board of Governors, provided the following conditions have been met:

- The expenditure is consistent with the approved budget and WSBA expense policies;
- The expenditure is within the goals of WSBA as defined by Supreme Court Rule or the Bylaws; and
- The expenditure does not violate the restricted acts of WSBA as defined by Supreme Court Rule, or WSBA or Section Bylaws.

If a Section wishes to spend funds otherwise, Section leadership should prepare a written request outlining the purpose and amount of the proposed expenditure and submit it to the Section Leaders Liaison who will submit it to the Chief Operations Officer.

#### **Per-Member Charge**

Each Section shall reimburse WSBA for the cost of administering the various Sections through an annual per-member charge. See Chapter 6, Expenses – Functional Accounting/Allocation of Indirect Expenses for details.

#### **Expenses in Excess of Annual Budget**

##### *Personal Liability.*

Article VI (F) 3 of the WSBA Bylaws states: "The financial obligation of the Bar to any division, committee or Section shall be limited to the amount budgeted for it and shall cease upon payment of that amount unless the Board of Governors authorizes otherwise."

Article VI (F) 4 of the WSBA Bylaws states: "Any liability incurred by any division, committee or Section, or by members thereof, in excess of the funds budgeted, shall be the personal liability of the person or persons responsible for incurring or authorizing the same."

Article VI (F) 5 of the WSBA Bylaws states: "Any liability incurred by any division, committee or Section, or by members thereof, not in accordance with the policies of the Board of Governors or in conflict with any part of these Bylaws, shall be the personal liability of the person or persons responsible for incurring or authorizing the same."

##### *Expenses Over Budget – Chief Operations Officer Approval*

Once a Section has reached its budgeted expenses for the year and spent any additional unbudgeted revenue, no further expenses for the Section will be paid unless a spending plan for the remainder of the fiscal year is approved by the Chief Operations Officer. Requests for additional expenses and a spending plan shall be submitted in writing to the Section Leaders Liaison.

##### *Expenses Over Budget – WSBA Treasurer Approval*

Unbudgeted expenses may not deplete the Section's reserve balance to less than 25% of the preceding fiscal year's expenditures. Approval by the WSBA Treasurer is required for unbudgeted expenses which total 25% or more of the Section's annual expense budget or \$1,000, whichever is greater. Requests for such expenditures shall be submitted in writing and approved prior to incurring an obligation for them. The Section leadership shall complete an Approval of Section Expenses in Excess of Annual Budget Form and submit it to the Section Leaders Liaison. The Section Leaders Liaison will inform the Section of the approval (or denial) of their request after review by the WSBA Treasurer and the Chief Operations Officer.

#### **Expense Policies for WSBA Sections (as amended July 2016)**

Sections shall comply with the expense policies of the WSBA (see Chapter 6, Expenses).

# **AGENDA ITEM 4A.**



See reverse side for WSBA Expense Policy summary. Please fill out clearly and completely. Reimbursement checks will be payable only to the person incurring the expense, as documented by detailed receipts. **Signed expense reports must be submitted within 60 days of incurring the expense; for expenses incurred in August and September, all forms must be submitted within 30 days of the WSBA fiscal year end (September 30).**

To expedite reimbursement, email or mail this form, with receipts, directly to your staff liaison:

Washington State Bar Association, 1325 4th Avenue, Suite 600, Seattle, WA 98101-2539

<input type="checkbox"/> <b>WSBA Employee</b>  <input type="checkbox"/> <b>WSBA Board</b> <input type="checkbox"/> <b>CLE</b> <input type="checkbox"/> <b>Committee</b> <input type="checkbox"/> <b>Section</b> <input type="checkbox"/> <b>Council</b> <input type="checkbox"/> <b>Witness</b> <input type="checkbox"/> <b>Taskforce</b> <input type="checkbox"/> <b>Panel</b> <input type="checkbox"/> <b>Other:</b>	Make check payable to (print):  Street Address, including City, State, Zip: <input type="checkbox"/> Check if new address  <table style="width:100%;"> <tr> <td style="width:40%;">E-mail:</td> <td style="width:20%;">Bar #:</td> <td style="width:40%;">Phone:</td> </tr> </table>			E-mail:	Bar #:	Phone:
E-mail:	Bar #:	Phone:				
Staff Liaison:	By my signature below, I represent that: (1) these expenses comply with the WSBA Expense Policy; (2) I am the person or entity entitled to receive reimbursement for these expenses; and (3) these expenses have not been reimbursed by any other source. <input type="checkbox"/> Please check to acknowledge electronic signature  X _____ Date: _____					

**EXPENSE REIMBURSEMENT REQUEST (Detailed receipts required) – Use Ink Only**

<b>Expense Date:</b>							<b>Category Totals</b>
<b>Event Date:</b>							
<b>Event Name:</b>							
<b>Event Location:</b>							
<b>Transportation</b>	Auto Mileage Total (\$ 0.535/mi )	miles	miles	miles	miles	miles	
	Ground Transportation, Parking, Tolls						
	Airfare (coach/economy only)						
<b>Meals</b>	Breakfast (up to \$12)						
	Lunch (up to \$18)						
	Dinner (up to \$36)						
<b>Lodging</b> (up to \$175/night; \$200/night in Seattle; + tax)							
<b>Other Expenses</b> (itemize):							
<b>Totals</b>							

**FOR WSBA USE ONLY – DO NOT WRITE BELOW THIS LINE**

Submitted by:		Date:					
Approved by:		Date:		Rush approval:		Date:	
<b>ACCOUNT NAME</b>	<b>ACCOUNT #</b>	<b>DEPT.</b>	<b>JOB CODE</b>	<b>BAR #</b>	<b>AMOUNT</b>		
Date Rec'd in AP		Vendor #			Total:		
					47		

## SUMMARY OF WSBA EXPENSE POLICY

### GENERAL PRINCIPLE

WSBA depends upon and values the time and talent of its employees and volunteers. As a steward of member funds, WSBA asks for employees and volunteers to help save costs. ***WSBA will reimburse out-of-pocket expenses incurred in connection with WSBA business or meetings that are: (1) reasonable, (2) necessary, and (3) appropriately documented, as set forth in the WSBA Expense Policy. WSBA will not reimburse expenses that are reimbursed from another source; and will not reimburse expenses incurred by spouses, domestic partners or guests, except as otherwise provided by the WSBA Expense Policy.***

### REIMBURSABLE EXPENSES

In accordance with IRS requirements, any person seeking reimbursement from WSBA must submit a signed, dated WSBA Expense Report, supported by detailed receipts. In the absence of a detailed receipt, up to \$75 may be reimbursed for an expense by completing the Expense Affidavit Form below.

**Meetings:** WSBA encourages virtual meetings whenever feasible to accomplish committee, task force, panel, council and section work. For face-to-face meetings, WSBA will reimburse: (1) chairs for their travel expenses; and (2) non-chair members only for meetings (a) scheduled for 3 hours or more, or (b) for travel 50 miles or more one way. Reimbursement of travel expenses to board, committee, task force, council, panel and section members residing out of state to attend their meetings is limited to the approximate cost of in-state travel.

**Transportation:** *If travel is necessary*, WSBA will reimburse the lesser of coach-economy air fare or auto mileage. If you drive, WSBA will not reimburse for lodging *en route*, and will only reimburse the lesser cost of coach-economy airfare. Reimbursement for out-of-state meeting travel is limited to the approximate cost of in-state travel (the cost of traveling from the nearest Washington border).

- 1. Auto Mileage** will be reimbursed at the IRS Standard Mileage Rate. *Carpooling is encouraged.*
- 2. Rental Cars/Other** may be used only when economical compared to other modes of local transportation or if local transportation is nonexistent. Rental charges should be net of any discounts and will be limited to the rental cost of compact or standard-size cars. Reimbursement for any other method of travel (e.g., train) will be reimbursed for the cost of the most economical method of travel.
- 3. Ground transportation, parking, tolls:** If travel is by air, please park and shuttle economically. WSBA will reimburse longer term airport parking at the lower of actual parking costs or an airport shuttle to/from your home.
- 4. Airfare:** WSBA will only reimburse coach/economy-class air fares. Please book well in advance to obtain lowest possible fares. WSBA reserves the right not to fully reimburse for fares booked less than two weeks in advance of travel. WSBA will not reimburse for use of frequent flyer coupons or air miles. *(Receipt must include name of passenger, credit card used for payment, confirmation that flight was paid in full, date of flight, and departure and destination locations. Credit card statements are not sufficient.)*

**Lodging:** *If an overnight stay is necessary* (contact your Staff Liaison in advance with any questions), WSBA will reimburse up to the amounts noted on the front page of this Expense Report. Ask your Staff Liaison about WSBA negotiated rates at area hotels. WSBA will not reimburse incidental charges such as entertainment, personal phone calls, etc. *(Reimbursement receipts must include name/location of hotel, guest name(s), date(s) of stay, and breakdown of charges for lodging, meals, telephones, and incidentals).*

**Meals:** WSBA will reimburse meal expenses (including gratuity), up to the amounts noted on the front page of this Expense Report. In the event of lost receipts, WSBA will reimburse the lower of these rates or the federal per diem rate for the location in which the meal expense was incurred (see [www.gsa.gov/perdiem](http://www.gsa.gov/perdiem)). All-day travelers may reallocate per-meal allowances (e.g., spend more on lunch; less on dinner). *Alcohol will not be reimbursed and must be segregated from meal expenses. Identify all individuals included in a meal reimbursement request.*

**Other expenses:** WSBA will reimburse necessary out-of-pocket office expenses with receipts (actual copying charges up to 15 cents a page; faxes up to 25 cents a page, with a \$5 maximum). WSBA will not reimburse standard office services (e.g., voice mail, telephone connections), personnel costs or professional services.

### EXPENSE AFFIDAVIT FORM

***Up to \$75 may be reimbursed in the absence of a detailed receipt***

Under penalty of perjury, I hereby certify that I incurred the cost of :

Date of Purchase:

Name of Vendor:

Item Description:

Amount Paid: \$ \_\_\_\_\_ Was sales tax paid on the purchase? ☐ Yes ☐ No

Brief Description of why there is no receipt or a copy is being used:

☐ Please check to acknowledge electronic signature

Signature of Purchaser:

Date:

# **AGENDA ITEM 4B.**



# GARDINER LAW FIRM

PO Box 3134  
KIRKLAND, WA 98083  
(425) 823-9456 • e-mail: [bruce@GardinerLaw.com](mailto:bruce@GardinerLaw.com)

D. BRUCE GARDINER

October 10, 2017

Washington State Bar Association  
1325 Fourth Ave.  
Suite 600  
Seattle, Washington 98101

Re: *Section Reimbursement Policies*

Dear WSBA Budget and Audit Committee:


In October 2016, the Bar changed their financial policy on reimbursement of expenses that Sections can make to exclude travel expenses on meetings of less than three hours and travel distance is less than 50 miles. This has proved, and will continue to be in the future a handicap in the recruitment of section members to serve on boards and committees of the sections. The inability of being able to reimburse members for the expense of parking or tolls (i.e., ferry fares) when the meetings are less than three hours means that potential board members from other than downtown Seattle are unwilling to spend their time and money for meetings that are mostly held in Seattle.

For instance, my office is in Kenmore, less than 20 miles from downtown Seattle. When I attend a meeting in Seattle, travel time is close to one hour, and longer if there is any disruption in traffic. Then I must pay \$10 to \$17 dollars to park in the WSBA building garage. When one of our members travels from Kitsap County, they are faced with a ferry toll that can run \$17.00 round trip passenger, or \$30.00 round trip if a car is involved. A two-hour meeting will take four hours of time as well as the expenses I have listed about. This creates a great disincentive when trying to recruit participation from around the county, Everett, Tacoma, and other areas outside of Seattle.

Most of our section meetings are held at the WSBA office, in part because they involve or include Bar staff members, and it is cheaper for the Bar both in employee time and employee travel expenses to hold the meeting there.

This complaint comes not from me alone, but has been the subject of discussions from a number of sections over the past year, and consistently there has been objection to the imposition of the new reimbursement policy. We ask that the policy be returned to the previous one, where the sections can reimburse their members for all travel expenses incurred for section meetings. Furthermore, we see no reason for a difference in travel reimbursement between chairs, other officers, or regular members of sections.

Sincerely yours,



D. Bruce Gardiner  
Treasurer, Solo and Small Practice Section

# **AGENDA ITEM 5**



To: Board of Governors

From: Mark Hayes, Controller

Re: Investment Update as of September 30, 2017

Date: October 18, 2017

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The last update on the investment portfolio showed a total value of \$3,452,088 as of August 31<sup>st</sup>. As discussed and agreed upon at the Committee's September 12<sup>th</sup> meeting, we reallocated our Morgan Stanley portfolio by moving \$800,000 out of the Lord Abbett Short Term Duration Fund and put \$400,00 in to the Guggenheim Total Return Bond Fund and \$400,00 in to the Virtus Multi-Sector Short Term Bond Fund. The transfer was executed on September 19, 2017. The portfolio value of \$3,450,164 as of September 30<sup>th</sup> represents a \$1,942 decrease from the prior month. Year-to-date for FY2017, the portfolio has achieved a gain of 3.25%.

The WSBA's investments are managed by our advisors at Morgan Stanley and UBS Financial. As of September 30<sup>th</sup> we have an aggregate gain across all funds of \$222,149 since first creating an investment portfolio with an actual percentage gain of 6.88%. The breakdown by fund is as follows:

INVESTMENT FUND	8/31/17 Value	9/30/17 Value	\$ Gain/(Loss) Over 1 Year	\$ Gain/(Loss) Over 5 Years	\$ Gain/(Loss) Since Inception	% Gain/(Loss) Since Inception
Nuveen 3-7 year Municipal Bond Portfolio	\$512,716	\$509,345	(\$1,353) <sup>1</sup>	N/A	\$9,345	1.87% <sup>1</sup>
Lord Abbett & Company Short Term Duration Income Fund	\$1,576,284	\$779,315	\$35,374	\$215,944 <sup>2</sup>	\$151,300 <sup>3</sup>	10.59%
Guggenheim Total Return Bond Fund	\$685,625 <sup>4</sup>	\$1,083,916 <sup>5</sup>	\$21,511	N/A	\$33,916	5.22%
Virtus Multi-Sector Short Term Bond Fund	\$677,463 <sup>4</sup>	\$1,077,588 <sup>5</sup>	\$18,344	N/A	\$27,588	4.24%
<b>Total</b>	<b>\$3,452,088</b>	<b>\$3,450,164</b>	<b>\$73,876</b>	<b>\$212,913</b>	<b>\$222,149</b>	<b>6.88%</b>

<sup>1</sup> Original Purchase price was \$499,194 in November 2009. \$170,000 was withdrawn from this fund in June 2016. Gain/(loss) comparisons are based on value of fund after June 2016 withdrawal. \$500,000 will be considered the "Inception Value".

<sup>2</sup> Comparison price for 5 years is based on the combination of the original investment of \$281,680 (in June 2013), the Legg Mason fund (transferred to Lord Abbett in May 2014), Hays Advisory Fund (liquidated and transferred to Lord Abbett in March 2015), and Tradewinds NWQ Fund (liquidated and transferred to Lord Abbett in July 2013).

<sup>3</sup> Purchase price is \$1,428,015 which includes \$500,020 original purchase plus \$599,995 purchase of Legg Mason transferred over to Lord Abbett as of May 9, 2014 and \$328,000 from liquidation of Hays Advisory Fund on March 3, 2015.

<sup>4</sup> Purchase price is \$650,000

<sup>5</sup> Reflects the Sept 19, 2017 reallocation of fund. \$800,000 was moved from Lord Abbett and \$400,000 each went in to Virtus and Guggenheim.



## **AGENDA ITEM 6.**



# **WSBA Financial Reports**

**(Unaudited)**

## **Year to Date August 31, 2017**

**Prepared by Mark Hayes, Controller**

**Submitted by**

**Ann Holmes, Chief Operations Officer**

**September 25, 2017**



To: Board of Governors  
Budget and Audit Committee

From: Mark Hayes, Controller

Re: Key Financial Benchmarks for the Fiscal Year to Date (YTD) through August 31, 2017

Date: September 20, 2017

	% of Year	Current Year % YTD	Current Year \$ Difference <sup>1</sup>	Prior Year YTD	Comments
Salaries	91.67%	90.93%	\$79,970 (Under budget)	88.78%	Expected to be on or under budget
Benefits	91.67%	89.22%	\$90,437 (Under budget)	84.53%	Expected to be on or under budget
Other Indirect Expenses	91.67%	84.26%	\$249,006 (Under budget)	91.55%	Expected to be under budget
Total Indirect Expenses	91.67%	89.32%	\$419,413 (Under budget)	88.41%	Expected to be under budget

General Fund Revenues	91.67%	96.07%	\$743,271 (Over budget)	95.03%	Expected to be over budget
General Fund Direct Expenses	91.67%	75.48%	\$413,195 (Under budget)	78.73%	Expected to be under budget

CLE Revenue	91.67%	72.32%	\$498,257 (Under budget)	96.54%	Expected to be under budget
CLE Direct Expenses	91.67%	59.70%	\$276,910 (Under budget)	79.64%	Expected to be under budget
CLE Indirect Expenses	91.67%	88.37%	\$47,331 (Under budget)	80.75%	Expected to be on or under budget

<sup>1</sup> Dollar difference is calculated based on pro-rated budget figures (total annual budget figures divided by 12 months) minus actual revenue and expense amounts as of August, 2017 (11 months into the fiscal year).



Washington State Bar Association Financial Summary  
Year to Date as of August 31, 2017 91.67% of Year  
Compared to Fiscal Year 2017 Budget

Category	Actual Revenues	Budgeted Revenues	Actual Indirect Expenses	Budgeted Indirect Expenses	Actual Direct Expenses	Budgeted Direct Expenses	Actual Total Expenses	Budgeted Total Expenses	Actual Net Result	Budgeted Net Result
Access to Justice	-	8,000.00	216,330	197,913	62,085	61,850	278,415	259,763	(278,415)	(251,763)
Administration	127,192	55,000	941,959	1,026,621	1,580	3,135	943,539	1,029,756	(816,347)	(974,756)
Admissions/Bar Exam	1,310,590	1,070,000	699,146	784,390	241,206	376,900	940,352	1,161,290	370,238	(91,290)
Board of Governors	-	-	468,457	487,946	245,963	294,650	714,420	782,596	(714,420)	(782,596)
Communications	2,384	44,250	1,346,525	1,570,598	57,180	130,060	1,403,705	1,700,658	(1,401,320)	(1,656,408)
Discipline	98,984	140,000	4,768,314	5,335,003	188,395	267,668	4,956,708	5,602,671	(4,857,724)	(5,462,671)
Diversity	90,275	100,374	332,920	365,119	15,268	29,150	348,188	394,269	(257,913)	(293,895)
Foundation	-	-	135,775	148,649	6,539	19,300	142,314	167,949	(142,314)	(167,949)
Human Resources	-	-	337,000	257,819	-	-	337,000	257,819	(337,000)	(257,819)
Law Clerk Program	105,425	97,000	75,716	101,085	3,283	5,350	78,999	106,435	26,426	(9,435)
Law Office Management Asst.Prog	3,330	2,500	169,077	198,202	3,109	4,700	172,186	202,902	(168,856)	(200,402)
Lawyers Assistance Program	5,310	15,750	110,098	127,432	47,251	46,770	157,349	174,202	(152,040)	(158,452)
Legislative	-	-	157,537	220,465	30,149	42,800	187,686	263,265	(187,686)	(263,265)
Licensing Fees	12,391,591	13,204,000	-	-	-	-	-	-	12,391,591	13,204,000
License and Membership Records	306,526	247,800	511,457	559,967	30,844	27,500	542,301	587,467	(235,775)	(339,667)
Limited License Legal Technician	13,248	13,400	156,008	175,010	31,139	60,054	187,147	235,064	(173,898)	(221,664)
Limited Practice Officers	137,044	132,700	138,158	189,203	9,467	13,284	147,625	202,487	(10,581)	(69,787)
Mandatory CLE	682,660	711,000	446,270	468,890	207,720	266,500	653,990	735,390	28,670	(24,390)
Member Benefits	19,765	3,000	-	-	67,396	75,000	67,396	75,000	(47,630)	(72,000)
Mentorship Program	-	-	139,441	177,973	3,805	23,500	143,246	201,473	(143,246)	(201,473)
New Lawyer Program	22,000	80,000	237,973	275,191	23,306	32,700	261,279	307,891	(239,279)	(227,891)
NW Lawyer	489,676	573,450	188,387	221,408	356,373	402,800	544,760	624,208	(55,084)	(50,758)
Office of General Counsel	129	-	720,710	777,270	7,590	15,700	728,300	792,970	(728,170)	(792,970)
OGC-Disciplinary Board	-	-	141,943	154,747	77,072	103,000	219,015	257,747	(219,015)	(257,747)
Practice of Law Board	-	-	92,606	101,271	16,858	14,100	109,465	115,371	(109,465)	(115,371)
Professional Responsibility Program	-	-	222,235	272,851	5,702	8,000	227,936	280,851	(227,936)	(280,851)
Public Service Programs	94,271	85,000	182,283	216,540	179,285	215,460	361,568	432,000	(267,297)	(347,000)
Sections Administration	325,575	307,000	419,421	448,056	7,601	12,100	427,023	460,156	(101,448)	(153,156)
Technology	-	-	1,247,301	1,475,919	-	-	1,247,301	1,475,919	(1,247,301)	(1,475,919)
<b>Subtotal General Fund</b>	<b>16,225,976</b>	<b>16,890,224</b>	<b>14,603,047</b>	<b>16,335,538</b>	<b>1,926,167</b>	<b>2,552,031</b>	<b>16,529,215</b>	<b>18,887,569</b>	<b>(303,239)</b>	<b>(1,997,345)</b>
Expenses using reserve funds							<b>16,529,215</b>		-	-
<b>Total General Fund - Net Result from Operations</b>									<b>(303,239)</b>	<b>(1,997,345)</b>
<b>Percentage of Budget</b>	<b>96.07%</b>		<b>89.39%</b>		<b>75.48%</b>		<b>87.51%</b>			
CLE-Products	1,059,031	879,800	469,636	512,809	113,436	144,865	583,072	657,674	475,959	222,126
CLE-Seminars	802,944	1,695,000	799,689	923,544	403,701	721,369	1,203,391	1,644,913	(400,447)	50,087
Total CLE	1,861,976	2,574,800	1,269,326	1,436,353	517,138	866,234	1,786,463	2,302,587	75,512	272,213
<b>Percentage of Budget</b>	<b>72.32%</b>		<b>88.37%</b>		<b>59.70%</b>		<b>77.59%</b>			
Total All Sections	630,957	688,611	-	-	633,857	904,833	633,857	904,833	(2,900)	(216,222)
Lawyers Fund for Client Protection-Restricted	1,016,920	986,000	103,358	113,721	210,991	502,500	314,349	616,221	702,571	369,779
Management Western States Bar Conference (No WSBA Funds)	67,950	50,000	-	-	59,230	50,000	59,230	50,000.00	8,720	-
<b>Totals</b>	<b>19,803,778</b>	<b>21,189,635</b>	<b>15,975,731</b>	<b>17,885,612</b>	<b>3,347,383</b>	<b>4,875,597.75</b>	<b>19,323,114</b>	<b>22,761,210</b>	<b>480,665</b>	<b>(1,571,575)</b>
<b>Percentage of Budget</b>	<b>93.46%</b>		<b>89.32%</b>		<b>68.66%</b>		<b>84.89%</b>			

Summary of Fund Balances:	Fund Balances Sept. 30, 2016	Fund Balances Year to date	2017 Budgeted Fund Balances
<b>Restricted Funds:</b>			
Lawyers Fund for Client Protection	2,646,222	3,348,793	3,016,001
Western States Bar Conference (No WSBA Funds)	10,958	19,678	10,958
<b>Board-Designated Funds (Non-General Fund):</b>			
CLE Fund Balance	456,568	532,080	728,781
Section Funds	1,212,637	1,209,737	996,416
<b>Board-Designated Funds (General Fund):</b>			
Operating Reserve Fund	1,500,000	1,500,000	1,500,000
Facilities Reserve Fund	200,000	200,000	200,000
<b>Unrestricted Funds (General Fund):</b>			
Unrestricted General Fund	2,218,536	1,915,297	221,191
<b>Total Fund Balance</b>	<b>8,244,921</b>	<b>8,725,586</b>	<b>6,673,347</b>
<b>Net Change In Fund Balance</b>		<b>480,665</b>	<b>(1,571,575)</b>

# Washington State Bar Association

## Statement of Activities

For the Period from August 1, 2017 to August 31, 2017

**91.67% OF YEAR COMPLETE**

	<b>FISCAL 2017 BUDGET</b>	<b>CURRENT MONTH</b>	<b>YEAR TO DATE</b>	<b>REMAINING BALANCE</b>	<b>% USED OF BUDGET</b>
<b>LICENSE FEES</b>					
<b>REVENUE:</b>					
LICENSE FEES	<u>13,204,000.00</u>	<u>1,110,752.22</u>	<u>12,391,590.81</u>	<u>812,409.19</u>	<u>93.85%</u>
<b>TOTAL REVENUE:</b>	<u><b>13,204,000.00</b></u>	<u><b>1,110,752.22</b></u>	<u><b>12,391,590.81</b></u>	<u><b>812,409.19</b></u>	<u><b>93.85%</b></u>

# Washington State Bar Association

## Statement of Activities

For the Period from August 1, 2017 to August 31, 2017

**91.67% OF YEAR COMPLETE**

	<b>FISCAL 2017 BUDGET</b>	<b>CURRENT MONTH</b>	<b>YEAR TO DATE</b>	<b>REMAINING BALANCE</b>	<b>% USED OF BUDGET</b>
<b>ACCESS TO JUSTICE</b>					
<b>REVENUE:</b>					
CONFERENCES & INSTITUTES	8,000.00	-	-	8,000.00	0%
<b>TOTAL REVENUE:</b>	<b>8,000.00</b>	<b>-</b>	<b>-</b>	<b>8,000.00</b>	<b>0%</b>
<b>DIRECT EXPENSES:</b>					
ATJ BOARD RETREAT	2,000.00	-	1,661.99	338.01	83.10%
LEADERSHIP TRAINING	2,000.00	-	-	2,000.00	0.00%
ATJ BOARD EXPENSE	15,100.00	5,380.91	12,251.08	2,848.92	81.13%
ATJ BOARD COMMITTEES EXPENSE	5,000.00	340.52	3,472.28	1,527.72	69.45%
STAFF TRAVEL/PARKING	1,200.00	-	753.64	446.36	62.80%
STAFF MEMBERSHIP DUES	150.00	-	-	150.00	0.00%
PUBLIC DEFENSE	8,400.00	424.81	4,732.43	3,667.57	56.34%
CONFERENCE/INSTITUTE EXPENSE	23,000.00	-	38,314.75	(15,314.75)	167%
RECEPTION/FORUM EXPENSE	5,000.00	-	899.00	4,101.00	18%
<b>TOTAL DIRECT EXPENSES:</b>	<b>61,850.00</b>	<b>6,146.24</b>	<b>62,085.17</b>	<b>(235.17)</b>	<b>100.38%</b>
<b>INDIRECT EXPENSES:</b>					
SALARY EXPENSE (2.10 FTE)	105,884.00	12,188.34	137,420.90	(31,536.90)	129.78%
BENEFITS EXPENSE	42,244.00	3,965.15	36,909.22	5,334.78	87.37%
OTHER INDIRECT EXPENSE	49,785.00	4,539.83	42,000.14	7,784.86	84.36%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>197,913.00</b>	<b>20,693.32</b>	<b>216,330.26</b>	<b>(18,417.26)</b>	<b>109.31%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>259,763.00</b>	<b>26,839.56</b>	<b>278,415.43</b>	<b>(18,652.43)</b>	<b>107.18%</b>
<b>NET INCOME (LOSS):</b>	<b>(251,763.00)</b>	<b>(26,839.56)</b>	<b>(278,415.43)</b>		



# Washington State Bar Association

## Statement of Activities

For the Period from August 1, 2017 to August 31, 2017

**91.67% OF YEAR COMPLETE**

	<b>FISCAL 2017 BUDGET</b>	<b>CURRENT MONTH</b>	<b>YEAR TO DATE</b>	<b>REMAINING BALANCE</b>	<b>% USED OF BUDGET</b>
<b>ADMINISTRATION</b>					
<b>REVENUE:</b>					
INTEREST INCOME	25,000.00	4,528.36	51,013.46	(26,013.46)	204.05%
GAIN/LOSS ON INVESTMENTS	30,000.00	18,989.70	76,172.42	(46,172.42)	253.91%
MISCELLANEOUS	-	(110.00)	6.00	(6.00)	
<b>TOTAL REVENUE:</b>	<b>55,000.00</b>	<b>23,408.06</b>	<b>127,191.88</b>	<b>(72,191.88)</b>	<b>231.26%</b>
<b>DIRECT EXPENSES:</b>					
CREDIT CARD MERCHANT FEES	-	362.64	(603.57)	603.57	
STAFF TRAVEL/PARKING	2,500.00	-	1,722.00	778.00	68.88%
STAFF MEMBERSHIP DUES	635.00	-	266.00	369.00	41.89%
MISCELLANEOUS	-	1.89	195.27	(195.27)	
<b>TOTAL DIRECT EXPENSES:</b>	<b>3,135.00</b>	<b>364.53</b>	<b>1,579.70</b>	<b>1,555.30</b>	<b>50.39%</b>
<b>INDIRECT EXPENSES:</b>					
SALARY EXPENSE ( 7.92 FTE)	632,169.00	51,506.45	595,667.52	36,501.48	94.23%
BENEFITS EXPENSE	206,690.00	18,385.60	187,933.34	18,756.66	90.93%
OTHER INDIRECT EXPENSE	187,762.00	17,116.28	158,358.41	29,403.59	84.34%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>1,026,621.00</b>	<b>87,008.33</b>	<b>941,959.27</b>	<b>84,661.73</b>	<b>91.75%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>1,029,756.00</b>	<b>87,372.86</b>	<b>943,538.97</b>	<b>86,217.03</b>	<b>91.63%</b>
<b>NET INCOME (LOSS):</b>	<b>(974,756.00)</b>	<b>(63,964.80)</b>	<b>(816,347.09)</b>		

# Washington State Bar Association

## Statement of Activities

For the Period from August 1, 2017 to August 31, 2017

**91.67% OF YEAR COMPLETE**

	<b>FISCAL 2017 BUDGET</b>	<b>CURRENT MONTH</b>	<b>YEAR TO DATE</b>	<b>REMAINING BALANCE</b>	<b>% USED OF BUDGET</b>
<b>ADMISSIONS/BAR EXAMS</b>					
<b>REVENUE:</b>					
EXAM SOFT REVENUE	40,000.00	26,705.00	38,920.00	1,080.00	97.30%
BAR EXAM FEES	1,000,000.00	31,900.00	1,209,845.00	(209,845.00)	120.98%
SPECIAL ADMISSIONS	30,000.00	6,820.00	61,825.00	(31,825.00)	206.08%
<b>TOTAL REVENUE:</b>	<b>1,070,000.00</b>	<b>65,425.00</b>	<b>1,310,590.00</b>	<b>(240,590.00)</b>	<b>122.49%</b>
<b>DIRECT EXPENSES:</b>					
FACILITY, PARKING, FOOD	65,000.00	150.96	73,437.18	(8,437.18)	112.98%
EXAMINER FEES	32,500.00	-	26,000.00	6,500.00	80.00%
UBE EXMINATIONS	136,000.00	-	40,342.00	95,658.00	29.66%
BOARD OF BAR EXAMINERS	30,000.00	14,265.91	24,317.03	5,682.97	81.06%
BAR EXAM PROCTORS	33,000.00	16,942.00	31,551.00	1,449.00	95.61%
CHARACTER & FITNESS BOARD	20,000.00	1,082.10	11,680.60	8,319.40	58.40%
DISABILITY ACCOMMODATIONS	25,000.00	-	15,772.87	9,227.13	63.09%
CHARACTER & FITNESS INVESTIGATIONS	1,000.00	-	152.32	847.68	15.23%
LAW SCHOOL VISITS	1,000.00	35.00	84.00	916.00	8.40%
COURT REPORTERS	15,000.00	-	7,095.44	7,904.56	47.30%
POSTAGE	4,000.00	103.84	3,213.28	786.72	80.33%
PRINTING & COPYING	-	351.00	351.00	(351.00)	
STAFF TRAVEL/PARKING	13,000.00	159.14	6,359.43	6,640.57	48.92%
STAFF MEMBERSHIP DUES	200.00	-	200.00	-	100.00%
SUPPLIES	1,200.00	138.00	650.23	549.77	54.19%
<b>TOTAL DIRECT EXPENSES:</b>	<b>376,900.00</b>	<b>33,227.95</b>	<b>241,206.38</b>	<b>135,693.62</b>	<b>64.00%</b>
<b>INDIRECT EXPENSES:</b>					
SALARY EXPENSE (6.48 FTE)	465,903.00	37,449.84	419,288.98	46,614.02	89.99%
BENEFITS EXPENSE	164,864.00	15,448.14	150,161.53	14,702.47	91.08%
OTHER INDIRECT EXPENSE	153,623.00	14,018.17	129,695.15	23,927.85	84.42%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>784,390.00</b>	<b>66,916.15</b>	<b>699,145.66</b>	<b>85,244.34</b>	<b>89.13%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>1,161,290.00</b>	<b>100,144.10</b>	<b>940,352.04</b>	<b>220,937.96</b>	<b>80.97%</b>
<b>NET INCOME (LOSS):</b>	<b>(91,290.00)</b>	<b>(34,719.10)</b>	<b>370,237.96</b>		

# Washington State Bar Association

## Statement of Activities

For the Period from August 1, 2017 to August 31, 2017

**91.67% OF YEAR COMPLETE**

	<b>FISCAL 2017 BUDGET</b>	<b>CURRENT MONTH</b>	<b>YEAR TO DATE</b>	<b>REMAINING BALANCE</b>	<b>% USED OF BUDGET</b>
<b>BOG/OED</b>					
<b>REVENUE:</b>					
<b>TOTAL REVENUE:</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>DIRECT EXPENSES:</b>					
BOG MEETINGS	125,000.00	30,818.41	110,097.69	14,902.31	88.08%
BOG COMMITTEES' EXPENSES	30,000.00	173.11	14,772.98	15,227.02	49.24%
WASHINGTON LEADERSHIP INSTITUTE	60,000.00	-	60,000.00	-	100.00%
BOG CONFERENCE ATTENDANCE	17,500.00	-	17,037.22	462.78	97.36%
BOG TRAVEL & OUTREACH	45,000.00	(39.48)	28,066.45	16,933.55	62.37%
ED TRAVEL & OUTREACH	5,000.00	375.65	2,533.92	2,466.08	50.68%
BOG ELECTIONS	5,000.00	-	6,818.43	(1,818.43)	136.37%
STAFF TRAVEL/PARKING	4,000.00	328.00	3,864.40	135.60	96.61%
STAFF MEMBERSHIP DUES	1,850.00	-	2,028.70	(178.70)	109.66%
TELEPHONE	1,300.00	-	743.58	556.42	57.20%
<b>TOTAL DIRECT EXPENSES:</b>	<b>294,650.00</b>	<b>31,655.69</b>	<b>245,963.37</b>	<b>48,686.63</b>	<b>83.48%</b>
<b>INDIRECT EXPENSES:</b>					
SALARY EXPENSE (2.45 FTE)	336,231.00	26,033.38	335,420.08	810.92	99.76%
BENEFITS EXPENSE	93,632.00	8,659.78	83,931.40	9,700.60	89.64%
OTHER INDIRECT EXPENSE	58,083.00	5,306.65	49,105.51	8,977.49	84.54%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>487,946.00</b>	<b>39,999.81</b>	<b>468,456.99</b>	<b>19,489.01</b>	<b>96.01%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>782,596.00</b>	<b>71,655.50</b>	<b>714,420.36</b>	<b>68,175.64</b>	<b>91.29%</b>
<b>NET INCOME (LOSS):</b>	<b>(782,596.00)</b>	<b>(71,655.50)</b>	<b>(714,420.36)</b>		



# Washington State Bar Association

## Statement of Activities

For the Period from August 1, 2017 to August 31, 2017

**91.67% OF YEAR COMPLETE**

	<b>FISCAL 2017 BUDGET</b>	<b>CURRENT MONTH</b>	<b>YEAR TO DATE</b>	<b>REMAINING BALANCE</b>	<b>% USED OF BUDGET</b>
<b>COMMUNICATIONS</b>					
<b>REVENUE:</b>					
AWARDS LUNCH/DINNER	44,000.00	-	654.16	43,345.84	1.49%
50 YEAR MEMBER TRIBUTE LUNCH	250.00	-	1,170.00	(920.00)	468.00%
WSBA LOGO MERCHANDISE SALES	-	140.00	560.00	(560.00)	
<b>TOTAL REVENUE:</b>	<b>44,250.00</b>	<b>140.00</b>	<b>2,384.16</b>	<b>41,865.84</b>	<b>5.39%</b>
<b>DIRECT EXPENSES:</b>					
IMAGE LIBRARY	4,100.00	-	3,999.00	101.00	97.54%
BAR OUTREACH	2,500.00	-	1,350.94	1,149.06	54.04%
ABA DELEGATES	5,600.00	800.00	1,550.00	4,050.00	27.68%
ANNUAL CHAIR MTGS	600.00	-	877.32	(277.32)	146.22%
AWARDS DINNER	63,000.00	645.52	18,009.79	44,990.21	28.59%
50 YEAR MEMBER TRIBUTE LUNCH	8,000.00	-	9,374.15	(1,374.15)	117.18%
JUD RECOMMEND COMMITTEE	4,500.00	255.60	1,603.93	2,896.07	35.64%
PROFESSIONALISM	750.00	-	1,206.20	(456.20)	160.83%
COMMUNICATIONS OUTREACH	15,000.00	115.70	1,837.52	13,162.48	12.25%
TRANSLATION SERVICES	3,500.00	371.30	3,223.20	276.80	92.09%
DEPRECIATION	2,300.00	-	2,260.38	39.62	98.28%
EQUIPMENT, HARDWARE & SOFTWARE	-	-	79.47	(79.47)	
STAFF TRAVEL/PARKING	4,000.00	-	1,053.00	2,947.00	26.33%
STAFF MEMBERSHIP DUES	1,960.00	-	585.00	1,375.00	29.85%
SUBSCRIPTIONS	10,050.00	15.96	6,271.59	3,778.41	62.40%
DIGITAL/ONLINE DEVELOPMENT	4,000.00	256.60	3,865.59	134.41	96.64%
CONFERENCE CALLS	200.00	-	33.00	167.00	16.50%
<b>TOTAL DIRECT EXPENSES:</b>	<b>130,060.00</b>	<b>2,460.68</b>	<b>57,180.08</b>	<b>72,879.92</b>	<b>43.96%</b>
<b>INDIRECT EXPENSES:</b>					
SALARY EXPENSE (14.64 FTE)	896,797.00	68,519.54	775,829.01	120,967.99	86.51%
BENEFITS EXPENSE	326,726.00	27,547.46	278,289.72	48,436.28	85.18%
OTHER INDIRECT EXPENSE	347,075.00	31,201.91	292,405.80	54,669.20	84.25%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>1,570,598.00</b>	<b>127,268.91</b>	<b>1,346,524.53</b>	<b>224,073.47</b>	<b>85.73%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>1,700,658.00</b>	<b>129,729.59</b>	<b>1,403,704.61</b>	<b>296,953.39</b>	<b>82.54%</b>
<b>NET INCOME (LOSS):</b>	<b>(1,656,408.00)</b>	<b>(129,589.59)</b>	<b>(1,401,320.45)</b>		

**Washington State Bar Association**  
Statement of Activities  
For the Period from August 1, 2017 to August 31, 2017  
**91.67% OF YEAR COMPLETE**

	<b>FISCAL 2017 BUDGET</b>	<b>CURRENT MONTH</b>	<b>YEAR TO DATE</b>	<b>REMAINING BALANCE</b>	<b>% USED OF BUDGET</b>
<b>DISCIPLINE</b>					
<b>REVENUE:</b>					
AUDIT REVENUE	2,000.00	85.00	2,543.75	(543.75)	127.19%
RECOVERY OF DISCIPLINE COSTS	125,000.00	15,136.90	84,475.04	40,524.96	67.58%
DISCIPLINE HISTORY SUMMARY	13,000.00	880.31	11,965.13	1,034.87	92.04%
<b>TOTAL REVENUE:</b>	<b>140,000.00</b>	<b>16,102.21</b>	<b>98,983.92</b>	<b>41,016.08</b>	<b>70.70%</b>
<b>DIRECT EXPENSES:</b>					
COURT REPORTERS	65,000.00	2,968.38	39,887.33	25,112.67	61.37%
OUTSIDE COUNSEL/AIC	3,500.00	-	996.99	2,503.01	28.49%
LITIGATION EXPENSES	30,000.00	1,971.70	17,892.45	12,107.55	59.64%
DISABILITY EXPENSES	15,000.00	-	5,076.45	9,923.55	33.84%
ONLINE LEGAL RESEARCH	65,900.00	5,459.85	59,784.39	6,115.61	90.72%
LAW LIBRARY	13,075.00	-	5,407.14	7,667.86	41.35%
TRANSLATION SERVICES	3,000.00	325.00	1,570.00	1,430.00	52.33%
DEPRECIATION-SOFTWARE	25,200.00	1,841.00	18,862.08	6,337.92	74.85%
PUBLICATIONS PRODUCTION	250.00	-	212.23	37.77	84.89%
STAFF TRAVEL/PARKING	38,500.00	2,104.60	31,238.79	7,261.21	81.14%
STAFF MEMBERSHIP DUES	3,243.00	-	2,410.38	832.62	74.33%
TELEPHONE	5,000.00	181.96	5,056.48	(56.48)	101.13%
<b>TOTAL DIRECT EXPENSES:</b>	<b>267,668.00</b>	<b>14,852.49</b>	<b>188,394.71</b>	<b>79,273.29</b>	<b>70.38%</b>
<b>INDIRECT EXPENSES:</b>					
SALARY EXPENSE (37.77 FTE)	3,370,608.00	262,813.68	3,049,106.75	321,501.25	90.46%
BENEFITS EXPENSE	1,068,970.00	97,848.58	963,717.65	105,252.35	90.15%
OTHER INDIRECT EXPENSE	895,425.00	81,655.10	755,489.12	139,935.88	84.37%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>5,335,003.00</b>	<b>442,317.36</b>	<b>4,768,313.52</b>	<b>566,689.48</b>	<b>89.38%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>5,602,671.00</b>	<b>457,169.85</b>	<b>4,956,708.23</b>	<b>645,962.77</b>	<b>88.47%</b>
<b>NET INCOME (LOSS):</b>	<b>(5,462,671.00)</b>	<b>(441,067.64)</b>	<b>(4,857,724.31)</b>		

# Washington State Bar Association

## Statement of Activities

For the Period from August 1, 2017 to August 31, 2017

**91.67% OF YEAR COMPLETE**

	<b>FISCAL 2017 BUDGET</b>	<b>CURRENT MONTH</b>	<b>YEAR TO DATE</b>	<b>REMAINING BALANCE</b>	<b>% USED OF BUDGET</b>
<b>DIVERSITY</b>					
<b>REVENUE:</b>					
DONATIONS & GRANTS	90,000.00	-	90,000.00	-	100.00%
SEMINAR REGISTRATIONS	-	-	275.00	(275.00)	
WORK STUDY GRANTS	10,374.00	-	-	10,374.00	0.00%
<b>TOTAL REVENUE:</b>	<b>100,374.00</b>	<b>-</b>	<b>90,275.00</b>	<b>10,099.00</b>	<b>89.94%</b>
<b>DIRECT EXPENSES:</b>					
STAFF MEMBERSHIP DUES	350.00	-	531.00	(181.00)	151.71%
STAFF TRAVEL/PARKING	8,600.00	-	4,062.73	4,537.27	47.24%
SUPPLIES	2,000.00	-	-	2,000.00	0.00%
COMMITTEE FOR DIVERSITY	6,200.00	59.68	4,156.95	2,043.05	67.05%
DIVERSITY EVENTS & PROJECTS	5,500.00	256.24	5,575.19	(75.19)	101.37%
SPECIAL EVENTS	5,000.00	-	927.12	4,072.88	18.54%
MISCELLANEOUS	-	-	(8.00)	8.00	
SPEAKERS & PROGRAM DEVELOPMENT	1,000.00	-	-	1,000.00	0.00%
INTERNAL DIVERSITY OUTREACH	500.00	-	22.96	477.04	4.59%
<b>TOTAL DIRECT EXPENSE:</b>	<b>29,150.00</b>	<b>315.92</b>	<b>15,267.95</b>	<b>13,882.05</b>	<b>52.38%</b>
<b>INDIRECT EXPENSES:</b>					
SALARY EXPENSE (2.97 FTE)	222,565.00	18,829.42	207,559.93	15,005.07	93.26%
BENEFITS EXPENSE	72,143.00	6,754.19	66,047.83	6,095.17	91.55%
OTHER INDIRECT EXPENSE	70,411.00	6,410.94	59,312.68	11,098.32	84.24%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>365,119.00</b>	<b>31,994.55</b>	<b>332,920.44</b>	<b>32,198.56</b>	<b>91.18%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>394,269.00</b>	<b>32,310.47</b>	<b>348,188.39</b>	<b>46,080.61</b>	<b>88.31%</b>
<b>NET INCOME (LOSS):</b>	<b>(293,895.00)</b>	<b>(32,310.47)</b>	<b>(257,913.39)</b>		

# Washington State Bar Association

## Statement of Activities

For the Period from August 1, 2017 to August 31, 2017

**91.67% OF YEAR COMPLETE**

	<b>FISCAL 2017 BUDGET</b>	<b>CURRENT MONTH</b>	<b>YEAR TO DATE</b>	<b>REMAINING BALANCE</b>	<b>% USED OF BUDGET</b>
<b>FOUNDATION</b>					
<b>REVENUE:</b>					
<b>TOTAL REVENUE:</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>DIRECT EXPENSES:</b>					
BOARD OF TRUSTEES	5,000.00	68.61	1,944.95	3,055.05	38.90%
GRAPHIC DESIGN	1,500.00	-	-	1,500.00	0.00%
CONSULTING SERVICES	3,000.00	-	2,600.00	400.00	86.67%
POSTAGE	500.00	-	-	500.00	0.00%
PRINTING & COPYING	1,500.00	-	717.26	782.74	47.82%
STAFF TRAVEL/PARKING	1,700.00	6.28	70.11	1,629.89	4.12%
STAFF MEMBERSHIP DUES	600.00	-	363.00	237.00	60.50%
SUPPLIES	500.00	-	116.58	383.42	23.32%
SPECIAL EVENTS	5,000.00	-	727.24	4,272.76	14.54%
<b>TOTAL DIRECT EXPENSES:</b>	<b>19,300.00</b>	<b>74.89</b>	<b>6,539.14</b>	<b>12,760.86</b>	<b>33.88%</b>
<b>INDIRECT EXPENSES:</b>					
SALARY EXPENSE (1.25 FTE)	88,294.00	7,357.88	82,791.87	5,502.13	93.77%
BENEFITS EXPENSE	30,721.00	2,849.07	28,011.17	2,709.83	91.18%
OTHER INDIRECT EXPENSE	29,634.00	2,699.36	24,972.24	4,661.76	84.27%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>148,649.00</b>	<b>12,906.31</b>	<b>135,775.28</b>	<b>12,873.72</b>	<b>91.34%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>167,949.00</b>	<b>12,981.20</b>	<b>142,314.42</b>	<b>25,634.58</b>	<b>84.74%</b>
<b>NET INCOME (LOSS):</b>	<b>(167,949.00)</b>	<b>(12,981.20)</b>	<b>(142,314.42)</b>		



# Washington State Bar Association

## Statement of Activities

For the Period from August 1, 2017 to August 31, 2017

**91.67% OF YEAR COMPLETE**

	FISCAL 2017 BUDGET	CURRENT MONTH	YEAR TO DATE	REMAINING BALANCE	% USED OF BUDGET
<b>HUMAN RESOURCES</b>					
<b>REVENUE:</b>					
<b>TOTAL REVENUE:</b>	-	-	-	-	
<b>DIRECT EXPENSES:</b>					
STAFF TRAINING- GENERAL	35,000.00	1,171.91	12,273.94	22,726.06	35.07%
RECRUITING AND ADVERTISING	7,000.00	618.22	5,343.80	1,656.20	76.34%
PAYROLL PROCESSING	55,000.00	4,200.88	44,204.87	10,795.13	80.37%
SALARY SURVEYS	2,700.00	-	1,190.64	1,509.36	44.10%
DEPRECIATION	835.00	-	835.21	(0.21)	100.03%
CONSULTING SERVICES	9,000.00	-	19,797.50	(10,797.50)	219.97%
STAFF TRAVEL/PARKING	250.00	18.00	31.00	219.00	12.40%
STAFF MEMBERSHIP DUES	1,378.00	199.00	1,291.00	87.00	93.69%
SUBSCRIPTIONS	1,993.00	-	2,044.95	(51.95)	102.61%
THIRD PARTY SERVICES	13,500.00	-	13,426.00	74.00	99.45%
TRANSFER TO INDIRECT EXPENSE	(126,656.00)	(6,208.01)	(100,438.91)	(26,217.09)	79.30%
<b>TOTAL DIRECT EXPENSES:</b>	-	-	-	-	
<b>INDIRECT EXPENSES:</b>					
SALARY EXPENSE (2.48 FTE)	244,580.00	18,532.24	220,922.17	23,657.83	90.33%
ALLOWANCE FOR OPEN POSITIONS	(120,000.00)	-	-	(120,000.00)	0.00%
BENEFITS EXPENSE	74,445.00	6,928.04	66,411.22	8,033.78	89.21%
OTHER INDIRECT EXPENSE	58,794.00	5,368.02	49,666.35	9,127.65	84.48%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>257,819.00</b>	<b>30,828.30</b>	<b>336,999.74</b>	<b>(79,180.74)</b>	<b>130.71%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>257,819.00</b>	<b>30,828.30</b>	<b>336,999.74</b>	<b>(79,180.74)</b>	<b>130.71%</b>
<b>NET INCOME (LOSS):</b>	<b>(257,819.00)</b>	<b>(30,828.30)</b>	<b>(336,999.74)</b>		

# Washington State Bar Association

## Statement of Activities

For the Period from August 1, 2017 to August 31, 2017

**91.67% OF YEAR COMPLETE**

	FISCAL 2017 BUDGET	CURRENT MONTH	YEAR TO DATE	REMAINING BALANCE	% USED OF BUDGET
<b>LAW CLERK PROGRAM</b>					
<b>REVENUE:</b>					
LAW CLERK FEES	95,000.00	-	101,725.00	(6,725.00)	107.08%
LAW CLERK APPLICATION FEES	2,000.00	100.00	3,700.00	(1,700.00)	185.00%
<b>TOTAL REVENUE:</b>	<b>97,000.00</b>	<b>100.00</b>	<b>105,425.00</b>	<b>(8,425.00)</b>	<b>108.69%</b>
<b>DIRECT EXPENSES:</b>					
SUBSCRIPTIONS	250.00	-	-	250.00	0.00%
CHARACTER & FITNESS INVESTIGATIONS	100.00	-	-	100.00	0.00%
LAW CLERK BOARD EXPENSE	5,000.00	119.57	3,283.13	1,716.87	65.66%
<b>TOTAL DIRECT EXPENSES:</b>	<b>5,350.00</b>	<b>119.57</b>	<b>3,283.13</b>	<b>2,066.87</b>	<b>61.37%</b>
<b>INDIRECT EXPENSES:</b>					
SALARY EXPENSE (0.89 FTE)	59,025.00	2,867.78	40,589.96	18,435.04	68.77%
BENEFITS EXPENSE	20,961.00	1,700.15	17,247.56	3,713.44	82.28%
OTHER INDIRECT EXPENSE	21,099.00	1,932.48	17,878.65	3,220.35	84.74%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>101,085.00</b>	<b>6,500.41</b>	<b>75,716.17</b>	<b>25,368.83</b>	<b>74.90%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>106,435.00</b>	<b>6,619.98</b>	<b>78,999.30</b>	<b>27,435.70</b>	<b>74.22%</b>
<b>NET INCOME (LOSS):</b>	<b>(9,435.00)</b>	<b>(6,519.98)</b>	<b>26,425.70</b>		

# Washington State Bar Association

## Statement of Activities

For the Period from August 1, 2017 to August 31, 2017

**91.67% OF YEAR COMPLETE**

	<b>FISCAL 2017 BUDGET</b>	<b>CURRENT MONTH</b>	<b>YEAR TO DATE</b>	<b>REMAINING BALANCE</b>	<b>% USED OF BUDGET</b>
<b>LAW OFFICE MNGT ASSISTANCE PROGRAM</b>					
<b>REVENUE:</b>					
LAW OFFICE IN A BOX SALES	2,500.00	180.00	3,330.04	(830.04)	133.20%
<b>TOTAL REVENUE:</b>	<b>2,500.00</b>	<b>180.00</b>	<b>3,330.04</b>	<b>(830.04)</b>	<b>133.20%</b>
<b>DIRECT EXPENSES:</b>					
LIBRARY MATERIALS/RESOURCES	1,500.00	-	653.35	846.65	43.56%
LAW OFFICE IN A BOX	500.00	31.21	681.86	(181.86)	136.37%
STAFF TRAVEL/PARKING	2,000.00	-	1,375.85	624.15	68.79%
STAFF MEMBERSHIP DUES	600.00	-	389.00	211.00	64.83%
CONFERENCE CALLS	100.00	-	8.53	91.47	8.53%
<b>TOTAL DIRECT EXPENSES:</b>	<b>4,700.00</b>	<b>31.21</b>	<b>3,108.59</b>	<b>1,591.41</b>	<b>66.14%</b>
<b>INDIRECT EXPENSES:</b>					
SALARY EXPENSE (1.50 FTE)	122,445.00	10,244.76	103,940.98	18,504.02	84.89%
BENEFITS EXPENSE	40,196.00	3,742.52	35,051.37	5,144.63	87.20%
OTHER INDIRECT EXPENSE	35,561.00	3,251.49	30,084.65	5,476.35	84.60%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>198,202.00</b>	<b>17,238.77</b>	<b>169,077.00</b>	<b>29,125.00</b>	<b>85.31%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>202,902.00</b>	<b>17,269.98</b>	<b>172,185.59</b>	<b>30,716.41</b>	<b>84.86%</b>
<b>NET INCOME (LOSS):</b>	<b>(200,402.00)</b>	<b>(17,089.98)</b>	<b>(168,855.55)</b>		

# Washington State Bar Association

## Statement of Activities

For the Period from August 1, 2017 to August 31, 2017

**91.67% OF YEAR COMPLETE**

	<b>FISCAL 2017 BUDGET</b>	<b>CURRENT MONTH</b>	<b>YEAR TO DATE</b>	<b>REMAINING BALANCE</b>	<b>% USED OF BUDGET</b>
<b>LAWYER ASSISTANCE PROGRAM</b>					
<b>REVENUE:</b>					
DIVERSIONS	15,750.00	-	4,625.00	11,125.00	29.37%
LAP CLIENT FEES	-	-	255.00	(255.00)	
LAP GROUPS REVENUE	-	-	380.00	(380.00)	
MEMB HEALTH CARE INSUR REBATE	-	-	49.50	(49.50)	
<b>TOTAL REVENUE:</b>	<b>15,750.00</b>	<b>-</b>	<b>5,309.50</b>	<b>10,440.50</b>	<b>33.71%</b>
<b>DIRECT EXPENSES:</b>					
PROF LIAB INSURANCE	850.00	-	825.00	25.00	97.06%
MEMBER ASSISTANCE PROGRAM	45,120.00	-	46,200.00	(1,080.00)	102.39%
PUBLICATIONS PRODUCTION	200.00	-	-	200.00	0.00%
STAFF MEMBERSHIP DUES	350.00	-	226.00	124.00	64.57%
CONFERENCE CALLS	100.00	-	-	100.00	0.00%
MISCELLANEOUS	150.00	-	-	150.00	0.00%
<b>TOTAL DIRECT EXPENSES:</b>	<b>46,770.00</b>	<b>-</b>	<b>47,251.00</b>	<b>(481.00)</b>	<b>101.03%</b>
<b>INDIRECT EXPENSES:</b>					
SALARY EXPENSE (0.87 FTE)	77,476.00	6,382.24	69,707.43	7,768.57	89.97%
BENEFITS EXPENSE	29,331.00	2,317.97	23,079.51	6,251.49	78.69%
OTHER INDIRECT EXPENSE	20,625.00	1,871.12	17,311.50	3,313.50	83.93%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>127,432.00</b>	<b>10,571.33</b>	<b>110,098.44</b>	<b>17,333.56</b>	<b>86.40%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>174,202.00</b>	<b>10,571.33</b>	<b>157,349.44</b>	<b>16,852.56</b>	<b>90.33%</b>
<b>NET INCOME (LOSS):</b>	<b>(158,452.00)</b>	<b>(10,571.33)</b>	<b>(152,039.94)</b>		



# Washington State Bar Association

## Statement of Activities

For the Period from August 1, 2017 to August 31, 2017

**91.67% OF YEAR COMPLETE**

	<b>FISCAL 2017 BUDGET</b>	<b>CURRENT MONTH</b>	<b>YEAR TO DATE</b>	<b>REMAINING BALANCE</b>	<b>% USED OF BUDGET</b>
<b>LEGISLATIVE</b>					
<b>REVENUE:</b>					
<b>TOTAL REVENUE:</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>DIRECT EXPENSES:</b>					
OLYMPIA RENT	5,000.00	-	1,234.02	3,765.98	24.68%
CONTRACT LOBBYIST	20,000.00	-	20,000.00	-	100.00%
LOBBYIST CONTACT COSTS	1,600.00	-	96.22	1,503.78	6.01%
LEGISLATIVE COMMITTEE	2,500.00	-	2,415.42	84.58	96.62%
BOG LEGISLATIVE COMMITTEE	250.00	1.59	220.51	29.49	88.20%
STAFF TRAVEL/PARKING	8,000.00	-	3,443.92	4,556.08	43.05%
STAFF MEMBERSHIP DUES	450.00	-	142.17	307.83	31.59%
SUBSCRIPTIONS	2,000.00	-	1,972.80	27.20	98.64%
TELEPHONE	3,000.00	26.63	623.93	2,376.07	20.80%
<b>TOTAL DIRECT EXPENSES:</b>	<b>42,800.00</b>	<b>28.22</b>	<b>30,148.99</b>	<b>12,651.01</b>	<b>70.44%</b>
<b>INDIRECT EXPENSES:</b>					
SALARY EXPENSE (1.85 FTE)	131,303.00	2,733.34	82,877.80	48,425.20	63.12%
BENEFITS EXPENSE	45,303.00	3,273.31	37,766.26	7,536.74	83.36%
OTHER INDIRECT EXPENSE	43,859.00	3,987.65	36,893.35	6,965.65	84.12%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>220,465.00</b>	<b>9,994.30</b>	<b>157,537.41</b>	<b>62,927.59</b>	<b>71.46%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>263,265.00</b>	<b>10,022.52</b>	<b>187,686.40</b>	<b>75,578.60</b>	<b>71.29%</b>
<b>NET INCOME (LOSS):</b>	<b>(263,265.00)</b>	<b>(10,022.52)</b>	<b>(187,686.40)</b>		

# Washington State Bar Association

## Statement of Activities

For the Period from August 1, 2017 to August 31, 2017

**91.67% OF YEAR COMPLETE**

	<b>FISCAL 2017 BUDGET</b>	<b>CURRENT MONTH</b>	<b>YEAR TO DATE</b>	<b>REMAINING BALANCE</b>	<b>% USED OF BUDGET</b>
<b>LICENSING &amp; MEMBERSHIP RECORDS</b>					
<b>REVENUE:</b>					
STATUS CERTIFICATE FEES	22,000.00	1,395.66	19,507.03	2,492.97	88.67%
RULE 9/LEGAL INTERN FEES	11,000.00	600.00	11,000.00	-	100.00%
INVESTIGATION FEES	20,000.00	2,400.00	23,300.00	(3,300.00)	116.50%
PRO HAC VICE	170,000.00	31,955.00	232,925.00	(62,925.00)	137.01%
MEMBER CONTACT INFORMATION	24,000.00	1,783.30	19,506.36	4,493.64	81.28%
PHOTO BAR CARD SALES	800.00	-	288.00	512.00	36.00%
<b>TOTAL REVENUE:</b>	<b>247,800.00</b>	<b>38,133.96</b>	<b>306,526.39</b>	<b>(58,726.39)</b>	<b>123.70%</b>
<b>DIRECT EXPENSES:</b>					
LICENSING FORMS	2,500.00	-	2,659.92	(159.92)	106.40%
POSTAGE	25,000.00	-	27,290.05	(2,290.05)	109.16%
SUPPLIES - BAR CARDS	-	-	800.00	(800.00)	
MISCELLANEOUS	-	-	94.15	(94.15)	
<b>TOTAL DIRECT EXPENSES:</b>	<b>27,500.00</b>	<b>-</b>	<b>30,844.12</b>	<b>(3,344.12)</b>	<b>112.16%</b>
<b>INDIRECT EXPENSES:</b>					
SALARY EXPENSE (4.29 FTE)	346,073.00	28,127.92	323,450.29	22,622.71	93.46%
BENEFITS EXPENSE	112,190.00	10,441.16	102,300.41	9,889.59	91.18%
OTHER INDIRECT EXPENSE	101,704.00	9,263.66	85,706.57	15,997.43	84.27%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>559,967.00</b>	<b>47,832.74</b>	<b>511,457.27</b>	<b>48,509.73</b>	<b>91.34%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>587,467.00</b>	<b>47,832.74</b>	<b>542,301.39</b>	<b>45,165.61</b>	<b>92.31%</b>
<b>NET INCOME (LOSS):</b>	<b>(339,667.00)</b>	<b>(9,698.78)</b>	<b>(235,775.00)</b>		

# Washington State Bar Association

## Statement of Activities

For the Period from August 1, 2017 to August 31, 2017

**91.67% OF YEAR COMPLETE**

	<b>FISCAL 2017 BUDGET</b>	<b>CURRENT MONTH</b>	<b>YEAR TO DATE</b>	<b>REMAINING BALANCE</b>	<b>% USED OF BUDGET</b>
<b>LIMITED LICENSE LEGAL TECHNICIAN PROGRAM</b>					
<b>REVENUE:</b>					
LLLT LICENSE FEES	5,950.00	379.32	3,848.49	2,101.51	64.68%
LLLT EXAM FEES	7,150.00	250.00	5,400.00	1,750.00	75.52%
LLLT EDUCATION APPROVAL FEES	-	-	2,500.00	(2,500.00)	
LLLT WAIVER FEES	300.00	-	1,500.00	(1,200.00)	500.00%
<b>TOTAL REVENUE:</b>	<b>13,400.00</b>	<b>629.32</b>	<b>13,248.49</b>	<b>151.51</b>	<b>98.87%</b>
<b>DIRECT EXPENSES:</b>					
CHARACTER & FITNESS INVESTIGATIONS	700.00	-	114.00	586.00	16.29%
LLLT BOARD	18,000.00	2,067.07	13,200.14	4,799.86	73.33%
LLLT OUTREACH	8,000.00	302.60	3,827.69	4,172.31	47.85%
DEPRECIATION	3,354.00	-	-	3,354.00	0.00%
POSTAGE	-	10.58	10.58	(10.58)	
LLLT EXAM WRITING	29,600.00	-	13,650.00	15,950.00	46.11%
STAFF TRAVEL/PARKING	400.00	-	226.74	173.26	56.69%
STAFF MEMBERSHIP DUES	-	-	110.00	(110.00)	
<b>TOTAL DIRECT EXPENSES:</b>	<b>60,054.00</b>	<b>2,380.25</b>	<b>31,139.15</b>	<b>28,914.85</b>	<b>51.85%</b>
<b>INDIRECT EXPENSES:</b>					
SALARY EXPENSE (1.39 FTE)	106,271.00	9,702.44	95,437.76	10,833.24	89.81%
BENEFITS EXPENSE	35,786.00	3,346.03	32,757.77	3,028.23	91.54%
OTHER INDIRECT EXPENSE	32,953.00	3,006.07	27,812.21	5,140.79	84.40%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>175,010.00</b>	<b>16,054.54</b>	<b>156,007.74</b>	<b>19,002.26</b>	<b>89.14%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>235,064.00</b>	<b>18,434.79</b>	<b>187,146.89</b>	<b>47,917.11</b>	<b>79.62%</b>
<b>NET INCOME (LOSS):</b>	<b>(221,664.00)</b>	<b>(17,805.47)</b>	<b>(173,898.40)</b>		

# Washington State Bar Association

## Statement of Activities

For the Period from August 1, 2017 to August 31, 2017

**91.67% OF YEAR COMPLETE**

	<b>FISCAL 2017 BUDGET</b>	<b>CURRENT MONTH</b>	<b>YEAR TO DATE</b>	<b>REMAINING BALANCE</b>	<b>% USED OF BUDGET</b>
<b>LIMITED PRACTICE OFFICERS</b>					
<b>REVENUE:</b>					
LPO EXAMINATION FEES	17,000.00	13,000.00	35,300.00	(18,300.00)	207.65%
LPO LICENSE FEES	108,000.00	8,720.79	97,658.84	10,341.16	90.42%
LPO LATE LICENSE FEES	1,000.00	770.00	825.00	175.00	82.50%
LPO CEU & TA LATE FEES	4,000.00	1,000.00	1,150.00	2,850.00	28.75%
LPO LICENSE FEES - REINSTATES	-	110.00	110.00	(110.00)	
LPO CONTINUING ED ACCRED FEE	2,700.00	175.00	2,000.00	700.00	74.07%
<b>TOTAL REVENUE:</b>	<b>132,700.00</b>	<b>23,775.79</b>	<b>137,043.84</b>	<b>(4,343.84)</b>	<b>103.27%</b>
<b>DIRECT EXPENSES:</b>					
LPO EXAM FACILITIES	800.00	-	639.16	160.84	79.90%
LPO BOARD	3,000.00	848.68	2,479.35	520.65	82.65%
LPO DISCIPLINE EXPENSES	500.00	-	-	500.00	0.00%
FINGERPRINT CARD PROCESSING	3,230.00	-	4,788.00	(1,558.00)	148.24%
DEPRECIATION	3,354.00	-	-	3,354.00	0.00%
CHARACTER & FITNESS INVESTIGATIONS	100.00	-	-	100.00	0.00%
POSTAGE	2,300.00	600.70	1,560.71	739.29	67.86%
<b>TOTAL DIRECT EXPENSES:</b>	<b>13,284.00</b>	<b>1,449.38</b>	<b>9,467.22</b>	<b>3,816.78</b>	<b>71.27%</b>
<b>INDIRECT EXPENSES:</b>					
SALARY EXPENSE (1.47 FTE)	115,843.00	5,237.84	78,018.71	37,824.29	67.35%
BENEFITS EXPENSE	38,510.00	2,985.59	30,622.91	7,887.09	79.52%
OTHER INDIRECT EXPENSE	34,850.00	3,190.12	29,516.44	5,333.56	84.70%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>189,203.00</b>	<b>11,413.55</b>	<b>138,158.06</b>	<b>51,044.94</b>	<b>73.02%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>202,487.00</b>	<b>12,862.93</b>	<b>147,625.28</b>	<b>54,861.72</b>	<b>72.91%</b>
<b>NET INCOME (LOSS):</b>	<b>(69,787.00)</b>	<b>10,912.86</b>	<b>(10,581.44)</b>		



# Washington State Bar Association

## Statement of Activities

For the Period from August 1, 2017 to August 31, 2017

**91.67% OF YEAR COMPLETE**

	<b>FISCAL 2017 BUDGET</b>	<b>CURRENT MONTH</b>	<b>YEAR TO DATE</b>	<b>REMAINING BALANCE</b>	<b>% USED OF BUDGET</b>
<b>MANDATORY CLE ADMINISTRATION</b>					
<b>REVENUE:</b>					
ACCREDITED PROGRAM FEES	300,000.00	19,600.00	243,850.00	56,150.00	81.28%
FORM 1 LATE FEES	75,000.00	6,405.00	112,175.00	(37,175.00)	149.57%
MEMBER LATE FEES	150,000.00	1,050.00	174,500.00	(24,500.00)	116.33%
ANNUAL ACCREDITED SPONSOR FEES	27,000.00	-	28,250.00	(1,250.00)	104.63%
ATTENDANCE FEES	70,000.00	2,656.00	46,390.00	23,610.00	66.27%
COMITY CERTIFICATES	29,000.00	325.01	26,394.83	2,605.17	91.02%
ATTENDANCE LATE FEES	60,000.00	4,935.00	51,100.00	8,900.00	85.17%
<b>TOTAL REVENUE:</b>	<b>711,000.00</b>	<b>34,971.01</b>	<b>682,659.83</b>	<b>28,340.17</b>	<b>96.01%</b>
<b>DIRECT EXPENSES:</b>					
MCLE BOARD	3,000.00	506.21	1,935.06	1,064.94	64.50%
POSTAGE	2,000.00	-	-	2,000.00	0.00%
STAFF MEMBERSHIP DUES	500.00	-	500.00	-	100.00%
DEPRECIATION	261,000.00	18,995.00	205,285.00	55,715.00	78.65%
<b>TOTAL DIRECT EXPENSES:</b>	<b>266,500.00</b>	<b>19,501.21</b>	<b>207,720.06</b>	<b>58,779.94</b>	<b>77.94%</b>
<b>INDIRECT EXPENSES:</b>					
SALARY EXPENSE (4.72 FTE)	257,805.00	27,151.19	259,600.41	(1,795.41)	100.70%
BENEFITS EXPENSE	99,187.00	9,334.46	92,167.36	7,019.64	92.92%
OTHER INDIRECT EXPENSE	111,898.00	10,214.55	94,501.85	17,396.15	84.45%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>468,890.00</b>	<b>46,700.20</b>	<b>446,269.62</b>	<b>22,620.38</b>	<b>95.18%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>735,390.00</b>	<b>66,201.41</b>	<b>653,989.68</b>	<b>81,400.32</b>	<b>88.93%</b>
<b>NET INCOME (LOSS):</b>	<b>(24,390.00)</b>	<b>(31,230.40)</b>	<b>28,670.15</b>		

# Washington State Bar Association

## Statement of Activities

For the Period from August 1, 2017 to August 31, 2017

**91.67% OF YEAR COMPLETE**

	<b>FISCAL 2017 BUDGET</b>	<b>CURRENT MONTH</b>	<b>YEAR TO DATE</b>	<b>REMAINING BALANCE</b>	<b>% USED OF BUDGET</b>
<b>MEMBER BENEFITS</b>					
<b>REVENUE:</b>					
ROYALTIES	3,000.00	149.60	19,765.38	(16,765.38)	658.85%
<b>TOTAL REVENUE:</b>	<b>3,000.00</b>	<b>149.60</b>	<b>19,765.38</b>	<b>(16,765.38)</b>	<b>658.85%</b>
<b>DIRECT EXPENSES:</b>					
CASEMAKER	75,000.00	6,144.47	67,395.65	7,604.35	89.86%
<b>TOTAL DIRECT EXPENSES:</b>	<b>75,000.00</b>	<b>6,144.47</b>	<b>67,395.65</b>	<b>7,604.35</b>	<b>89.86%</b>
<b>INDIRECT EXPENSES:</b>					
<b>TOTAL INDIRECT EXPENSES:</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>TOTAL ALL EXPENSES:</b>	<b>75,000.00</b>	<b>6,144.47</b>	<b>67,395.65</b>	<b>7,604.35</b>	<b>89.86%</b>
<b>NET INCOME (LOSS):</b>	<b>(72,000.00)</b>	<b>(5,994.87)</b>	<b>(47,630.27)</b>		

# Washington State Bar Association

## Statement of Activities

For the Period from August 1, 2017 to August 31, 2017

**91.67% OF YEAR COMPLETE**

	FISCAL 2017 BUDGET	CURRENT MONTH	YEAR TO DATE	REMAINING BALANCE	% USED OF BUDGET
<b>MENTORSHIP PROGRAM</b>					
<b>REVENUE:</b>					
<b>TOTAL REVENUE:</b>	-	-	-	-	
<b>DIRECT EXPENSES:</b>					
MENTORSHIP PROGRAM EXPENSES	15,000.00	-	1,379.21	13,620.79	9.19%
RECEPTION/FORUM EXPENSE	4,800.00	-	2,160.16	2,639.84	45.00%
CONSULTING SERVICES	1,000.00	-	-	1,000.00	0.00%
STAFF TRAVEL/PARKING	2,000.00	-	-	2,000.00	0.00%
SUBSCRIPTIONS	500.00	-	224.00	276.00	44.80%
CONFERENCE CALLS	200.00	9.60	41.40	158.60	20.70%
<b>TOTAL DIRECT EXPENSES:</b>	<b>23,500.00</b>	<b>9.60</b>	<b>3,804.77</b>	<b>19,695.23</b>	<b>16.19%</b>
<b>INDIRECT EXPENSES:</b>					
SALARY EXPENSE (1.40 FTE)	108,515.00	6,202.54	78,854.15	29,660.85	72.67%
BENEFITS EXPENSE	36,268.00	3,422.36	32,490.54	3,777.46	89.58%
OTHER INDIRECT EXPENSE	33,190.00	3,036.77	28,096.57	5,093.43	84.65%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>177,973.00</b>	<b>12,661.67</b>	<b>139,441.26</b>	<b>38,531.74</b>	<b>78.35%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>201,473.00</b>	<b>12,671.27</b>	<b>143,246.03</b>	<b>58,226.97</b>	<b>71.10%</b>
<b>NET INCOME (LOSS):</b>	<b>(201,473.00)</b>	<b>(12,671.27)</b>	<b>(143,246.03)</b>		

# Washington State Bar Association

## Statement of Activities

For the Period from August 1, 2017 to August 31, 2017

**91.67% OF YEAR COMPLETE**

	<b>FISCAL 2017 BUDGET</b>	<b>CURRENT MONTH</b>	<b>YEAR TO DATE</b>	<b>REMAINING BALANCE</b>	<b>% USED OF BUDGET</b>
<b>NEW LAWYER PROGRAM</b>					
<b>REVENUE:</b>					
DONATIONS	-	-	1,200.00	(1,200.00)	
SEMINAR REGISTRATIONS	55,000.00	318.00	3,567.00	51,433.00	6.49%
TRIAL ADVOCACY PROGRAM	25,000.00	-	17,233.00	7,767.00	68.93%
<b>TOTAL REVENUE:</b>	<b>80,000.00</b>	<b>318.00</b>	<b>22,000.00</b>	<b>58,000.00</b>	<b>27.50%</b>
<b>DIRECT EXPENSES:</b>					
STAFF TRAVEL/PARKING	1,000.00	-	1,143.08	(143.08)	114.31%
STAFF MEMBERSHIP DUES	200.00	-	-	200.00	0.00%
ONLINE EXPENSES	2,500.00	323.20	762.20	1,737.80	30.49%
NEW LAWYER OUTREACH EVENTS	1,000.00	-	1,000.00	-	100.00%
NEW LAWYERS COMMITTEE	15,000.00	1,170.12	13,320.87	1,679.13	88.81%
OPEN SECTIONS NIGHT	3,500.00	-	3,577.78	(77.78)	102.22%
TRIAL ADVOCACY PROGRAM	3,500.00	-	1,424.77	2,075.23	40.71%
SEMINAR BROCHURES	2,000.00	-	68.18	1,931.82	3.41%
SPEAKERS & PROGRAM DEVELOPMENT	2,000.00	74.25	1,009.32	990.68	50.47%
SCHOLARSHIPS/DONATIONS/GRANT	2,000.00	-	1,000.00	1,000.00	50.00%
<b>TOTAL DIRECT EXPENSES:</b>	<b>32,700.00</b>	<b>1,567.57</b>	<b>23,306.20</b>	<b>9,393.80</b>	<b>71.27%</b>
<b>INDIRECT EXPENSES:</b>					
SALARY EXPENSE (2.25 FTE)	165,467.00	13,742.39	142,682.13	22,784.87	86.23%
BENEFITS EXPENSE	56,383.00	5,191.22	50,164.48	6,218.52	88.97%
OTHER INDIRECT EXPENSE	53,341.00	4,877.20	45,126.03	8,214.97	84.60%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>275,191.00</b>	<b>23,810.81</b>	<b>237,972.64</b>	<b>37,218.36</b>	<b>86.48%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>307,891.00</b>	<b>25,378.38</b>	<b>261,278.84</b>	<b>46,612.16</b>	<b>84.86%</b>
<b>NET INCOME (LOSS):</b>	<b>(227,891.00)</b>	<b>(25,060.38)</b>	<b>(239,278.84)</b>		



# Washington State Bar Association

## Statement of Activities

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**91.67% OF YEAR COMPLETE**

	<b>FISCAL 2017 BUDGET</b>	<b>CURRENT MONTH</b>	<b>YEAR TO DATE</b>	<b>REMAINING BALANCE</b>	<b>% USED OF BUDGET</b>
<b>NORTHWEST LAWYER</b>					
<b>REVENUE:</b>					
ROYALTIES	-	-	1,133.91	(1,133.91)	
DISPLAY ADVERTISING	440,000.00	500.00	348,745.25	91,254.75	79.26%
SUBSCRIPT/SINGLE ISSUES	450.00	-	251.82	198.18	55.96%
CLASSIFIED ADVERTISING	89,000.00	10,464.98	113,550.07	(24,550.07)	127.58%
GEN ANNOUNCEMENTS	17,000.00	-	8,800.00	8,200.00	51.76%
PROF ANNOUNCEMENTS	27,000.00	-	17,195.00	9,805.00	63.69%
<b>TOTAL REVENUE:</b>	<b>573,450.00</b>	<b>10,964.98</b>	<b>489,676.05</b>	<b>83,773.95</b>	<b>85.39%</b>
<b>DIRECT EXPENSES:</b>					
GRAPHICS/ARTWORK	3,500.00	-	1,583.80	1,916.20	45.25%
OUTSIDE SALES EXPENSE	80,000.00	-	45,989.86	34,010.14	57.49%
EDITORIAL ADVISORY COMMITTEE	800.00	25.01	193.31	606.69	24.16%
DIGITAL/ONLINE DEVELOPMENT	8,400.00	-	5,900.00	2,500.00	70.24%
BAD DEBT EXPENSE	1,000.00	2,045.00	3,820.00	(2,820.00)	382.00%
POSTAGE	89,100.00	9,845.09	91,714.92	(2,614.92)	102.93%
PRINTING, COPYING & MAILING	220,000.00	-	207,171.25	12,828.75	94.17%
<b>TOTAL DIRECT EXPENSES:</b>	<b>402,800.00</b>	<b>11,915.10</b>	<b>356,373.14</b>	<b>46,426.86</b>	<b>88.47%</b>
<b>INDIRECT EXPENSES:</b>					
SALARY EXPENSE (1.72 FTE)	131,759.00	10,609.30	117,195.62	14,563.38	88.95%
BENEFITS EXPENSE	48,872.00	3,475.99	36,853.26	12,018.74	75.41%
OTHER INDIRECT EXPENSE	40,777.00	3,711.59	34,337.95	6,439.05	84.21%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>221,408.00</b>	<b>17,796.88</b>	<b>188,386.83</b>	<b>33,021.17</b>	<b>85.09%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>624,208.00</b>	<b>29,711.98</b>	<b>544,759.97</b>	<b>79,448.03</b>	<b>87.27%</b>
<b>NET INCOME (LOSS):</b>	<b>(50,758.00)</b>	<b>(18,747.00)</b>	<b>(55,083.92)</b>		

# Washington State Bar Association

## Statement of Activities

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**91.67% OF YEAR COMPLETE**

	<b>FISCAL 2017 BUDGET</b>	<b>CURRENT MONTH</b>	<b>YEAR TO DATE</b>	<b>REMAINING BALANCE</b>	<b>% USED OF BUDGET</b>
<b>OFFICE OF GENERAL COUNSEL</b>					
<b>REVENUE:</b>					
COPY FEES	-	70.95	129.47	(129.47)	
<b>TOTAL REVENUE:</b>	<b>-</b>	<b>70.95</b>	<b>129.47</b>	<b>(129.47)</b>	
<b>DIRECT EXPENSES:</b>					
AMICUS BRIEF COMMITTEE	100.00	-	83.63	16.37	83.63%
COURT RULES COMMITTEE	5,000.00	58.64	1,353.30	3,646.70	27.07%
DISCIPLINE ADVISORY ROUNDTABLE	1,500.00	-	-	1,500.00	0.00%
LITIGATION EXPENSES	-	-	237.88	(237.88)	
CUSTODIANSHIPS	5,000.00	-	1,036.10	3,963.90	20.72%
STAFF TRAVEL/PARKING	2,600.00	578.00	3,340.26	(740.26)	128.47%
STAFF MEMBERSHIP DUES	1,500.00	-	1,539.00	(39.00)	102.60%
<b>TOTAL DIRECT EXPENSES:</b>	<b>15,700.00</b>	<b>636.64</b>	<b>7,590.17</b>	<b>8,109.83</b>	<b>48.35%</b>
<b>INDIRECT EXPENSES:</b>					
SALARY EXPENSE (5.7 FTE)	484,565.00	50,646.52	466,265.54	18,299.46	96.22%
BENEFITS EXPENSE	157,573.00	15,185.45	140,356.06	17,216.94	89.07%
OTHER INDIRECT EXPENSE	135,132.00	12,331.11	114,088.15	21,043.85	84.43%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>777,270.00</b>	<b>78,163.08</b>	<b>720,709.75</b>	<b>56,560.25</b>	<b>92.72%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>792,970.00</b>	<b>78,799.72</b>	<b>728,299.92</b>	<b>64,670.08</b>	<b>91.84%</b>
<b>NET INCOME (LOSS):</b>	<b>(792,970.00)</b>	<b>(78,728.77)</b>	<b>(728,170.45)</b>		

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<b>OGC-DISCIPLINARY BOARD</b>					
<b>REVENUE:</b>					
<b>TOTAL REVENUE:</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>DIRECT EXPENSE:</b>					
DISCIPLINARY BOARD EXPENSES	7,500.00	93.07	8,034.36	(534.36)	107.12%
CHIEF HEARING OFFICER	33,000.00	2,500.00	27,500.00	5,500.00	83.33%
HEARING OFFICER EXPENSES	5,000.00	55.16	2,733.26	2,266.74	54.67%
HEARING OFFICER TRAINING	2,000.00	-	1,926.98	73.02	96.35%
OUTSIDE COUNSEL	55,000.00	3,750.00	35,985.00	19,015.00	65.43%
DISCIPLINARY SELECTION PANEL	-	-	526.24	(526.24)	
STAFF MEMBERSHIP DUES	500.00	-	366.00	134.00	73.20%
<b>TOTAL DIRECT EXPENSES:</b>	<b>103,000.00</b>	<b>6,398.23</b>	<b>77,071.84</b>	<b>25,928.16</b>	<b>74.83%</b>
<b>INDIRECT EXPENSES:</b>					
SALARY EXPENSE (1.30 FTE)	92,118.00	7,687.50	86,548.78	5,569.22	93.95%
BENEFITS EXPENSE	31,810.00	2,983.06	29,283.36	2,526.64	92.06%
OTHER INDIRECT EXPENSE	30,819.00	2,822.03	26,111.16	4,707.84	84.72%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>154,747.00</b>	<b>13,492.59</b>	<b>141,943.30</b>	<b>12,803.70</b>	<b>91.73%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>257,747.00</b>	<b>19,890.82</b>	<b>219,015.14</b>	<b>38,731.86</b>	<b>84.97%</b>
<b>NET INCOME (LOSS):</b>	<b>(257,747.00)</b>	<b>(19,890.82)</b>	<b>(219,015.14)</b>		

# Washington State Bar Association

## Statement of Activities

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**91.67% OF YEAR COMPLETE**

	FISCAL 2017 BUDGET	CURRENT MONTH	YEAR TO DATE	REMAINING BALANCE	% USED OF BUDGET
<b>PRACTICE OF LAW BOARD</b>					
<b>REVENUE:</b>					
<b>TOTAL REVENUE:</b>	-	-	-	-	
<b>DIRECT EXPENSES:</b>					
PRACTICE OF LAW BOARD	14,000.00	1,558.80	16,708.06	(2,708.06)	119.34%
TRANSLATION SERVICES	100.00	75.00	150.00	(50.00)	150.00%
LITIGATION EXPENSES	-	-	0.38	(0.38)	
<b>TOTAL DIRECT EXPENSES:</b>	<b>14,100.00</b>	<b>1,633.80</b>	<b>16,858.44</b>	<b>(2,758.44)</b>	<b>119.56%</b>
<b>INDIRECT EXPENSES:</b>					
SALARY EXPENSE (0.81 FTE)	61,398.00	5,148.90	57,423.53	3,974.47	93.53%
BENEFITS EXPENSE	20,670.00	1,936.36	19,007.73	1,662.27	91.96%
OTHER INDIRECT EXPENSE	19,203.00	1,748.42	16,175.10	3,027.90	84.23%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>101,271.00</b>	<b>8,833.68</b>	<b>92,606.36</b>	<b>8,664.64</b>	<b>91.44%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>115,371.00</b>	<b>10,467.48</b>	<b>109,464.80</b>	<b>5,906.20</b>	<b>94.88%</b>
<b>NET INCOME (LOSS):</b>	<b>(115,371.00)</b>	<b>(10,467.48)</b>	<b>(109,464.80)</b>		

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**91.67% OF YEAR COMPLETE**

	<b>FISCAL 2017 BUDGET</b>	<b>CURRENT MONTH</b>	<b>YEAR TO DATE</b>	<b>REMAINING BALANCE</b>	<b>% USED OF BUDGET</b>
<b>PROFESSIONAL RESPONSIBILITY PROGRAM</b>					
<b>REVENUE:</b>					
<b>TOTAL REVENUE:</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>DIRECT EXPENSES:</b>					
CPE COMMITTEE	6,000.00	662.43	3,764.25	2,235.75	62.74%
STAFF TRAVEL/PARKING	1,500.00	-	1,521.36	(21.36)	101.42%
STAFF MEMBERSHIP DUES	500.00	-	416.00	84.00	83.20%
<b>TOTAL DIRECT EXPENSES:</b>	<b>8,000.00</b>	<b>662.43</b>	<b>5,701.61</b>	<b>2,298.39</b>	<b>71.27%</b>
<b>INDIRECT EXPENSES:</b>					
SALARY EXPENSE (2.07 FTE)	165,405.00	11,762.74	131,698.72	33,706.28	79.62%
BENEFITS EXPENSE	58,372.00	5,022.01	49,101.21	9,270.79	84.12%
OTHER INDIRECT EXPENSE	49,074.00	4,478.45	41,434.90	7,639.10	84.43%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>272,851.00</b>	<b>21,263.20</b>	<b>222,234.83</b>	<b>50,616.17</b>	<b>81.45%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>280,851.00</b>	<b>21,925.63</b>	<b>227,936.44</b>	<b>52,914.56</b>	<b>81.16%</b>
<b>NET INCOME (LOSS):</b>	<b>(280,851.00)</b>	<b>(21,925.63)</b>	<b>(227,936.44)</b>		



**Washington State Bar Association**  
Statement of Activities  
For the Period from August 1, 2017 to August 31, 2017  
**91.67% OF YEAR COMPLETE**

	<b>FISCAL 2017 BUDGET</b>	<b>CURRENT MONTH</b>	<b>YEAR TO DATE</b>	<b>REMAINING BALANCE</b>	<b>% USED OF BUDGET</b>
<b>PUBLIC SERVICE PROGRAMS</b>					
<b>REVENUE:</b>					
DONATIONS & GRANTS	85,000.00	-	85,000.00	-	100.00%
PSP PRODUCT SALES	-	79.00	9,271.00	(9,271.00)	
<b>TOTAL REVENUE:</b>	<b>85,000.00</b>	<b>79.00</b>	<b>94,271.00</b>	<b>(9,271.00)</b>	<b>110.91%</b>
<b>DIRECT EXPENSES:</b>					
DONATIONS/SPONSORSHIPS/GRANTS	203,915.00	-	176,314.20	27,600.80	86.46%
SPEAKERS & PROGRAM DEVELOPMENT	1,500.00	-	-	1,500.00	0.00%
STAFF TRAVEL/PARKING	2,000.00	-	661.09	1,338.91	33.05%
STAFF MEMBERSHIP DUES	95.00	-	-	95.00	0.00%
VOLUNTEER RECRUITMENT & OUTREACH	2,100.00	-	28.55	2,071.45	1.36%
CONFERENCE CALLS	200.00	-	-	200.00	0.00%
PRO BONO & PUBLIC SERVICE COMMITTEE	2,000.00	-	538.94	1,461.06	26.95%
VOLUNTEER RECRUITMENT & APPREC	500.00	-	969.99	(469.99)	194.00%
DAY OF SERVICE	3,150.00	-	772.48	2,377.52	24.52%
<b>TOTAL DIRECT EXPENSES:</b>	<b>215,460.00</b>	<b>-</b>	<b>179,285.25</b>	<b>36,174.75</b>	<b>83.21%</b>
<b>INDIRECT EXPENSES:</b>					
SALARY EXPENSE (1.70 FTE)	132,099.00	9,848.00	109,028.61	23,070.39	82.54%
BENEFITS EXPENSE	44,139.00	4,116.51	39,197.33	4,941.67	88.80%
OTHER INDIRECT EXPENSE	40,302.00	3,680.94	34,057.16	6,244.84	84.50%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>216,540.00</b>	<b>17,645.45</b>	<b>182,283.10</b>	<b>34,256.90</b>	<b>84.18%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>432,000.00</b>	<b>17,645.45</b>	<b>361,568.35</b>	<b>70,431.65</b>	<b>83.70%</b>
<b>NET INCOME (LOSS):</b>	<b>(347,000.00)</b>	<b>(17,566.45)</b>	<b>(267,297.35)</b>		

# Washington State Bar Association

## Statement of Activities

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**91.67% OF YEAR COMPLETE**

	<b>FISCAL 2017 BUDGET</b>	<b>CURRENT MONTH</b>	<b>YEAR TO DATE</b>	<b>REMAINING BALANCE</b>	<b>% USED OF BUDGET</b>
<b>SECTIONS ADMINISTRATION</b>					
<b>REVENUE:</b>					
REIMBURSEMENTS FROM SECTIONS	307,000.00	806.25	325,575.00	(18,575.00)	106.05%
<b>TOTAL REVENUE:</b>	<b>307,000.00</b>	<b>806.25</b>	<b>325,575.00</b>	<b>(18,575.00)</b>	<b>106.05%</b>
<b>DIRECT EXPENSES:</b>					
DUES STATEMENTS	9,500.00	-	5,416.72	4,083.28	57.02%
STAFF TRAVEL/PARKING	1,000.00	-	836.07	163.93	83.61%
SECTION/COMMITTEE CHAIR MTGS	1,000.00	-	879.38	120.62	87.94%
CONFERENCE CALLS	300.00	13.51	204.18	95.82	68.06%
MISCELLANEOUS	300.00	-	265.14	34.86	88.38%
<b>TOTAL DIRECT EXPENSES:</b>	<b>12,100.00</b>	<b>13.51</b>	<b>7,601.49</b>	<b>4,498.51</b>	<b>62.82%</b>
<b>INDIRECT EXPENSES:</b>					
SALARY EXPENSE (4.03 FTE)	259,395.00	19,965.38	252,972.73	6,422.27	97.52%
BENEFITS EXPENSE	93,121.00	8,727.44	85,853.19	7,267.81	92.20%
OTHER INDIRECT EXPENSE	95,540.00	8,711.53	80,595.14	14,944.86	84.36%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>448,056.00</b>	<b>37,404.35</b>	<b>419,421.06</b>	<b>28,634.94</b>	<b>93.61%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>460,156.00</b>	<b>37,417.86</b>	<b>427,022.55</b>	<b>33,133.45</b>	<b>92.80%</b>
<b>NET INCOME (LOSS):</b>	<b>(153,156.00)</b>	<b>(36,611.61)</b>	<b>(101,447.55)</b>		

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**91.67% OF YEAR COMPLETE**

	FISCAL 2017 BUDGET	CURRENT MONTH	YEAR TO DATE	REMAINING BALANCE	% USED OF BUDGET
<b>TECHNOLOGY</b>					
<b>REVENUE:</b>					
<b>TOTAL REVENUE:</b>	-	-	-	-	
<b>DIRECT EXPENSES:</b>					
COMPUTER HARDWARE	29,000.00	-	9,768.76	19,231.24	33.69%
COMPUTER SOFTWARE	28,000.00	-	12,499.65	15,500.35	44.64%
SOFTWARE MAINTENANCE & LICENSING	286,500.00	49,485.64	193,022.50	93,477.50	67.37%
HARDWARE SERVICE & WARRANTIES	41,000.00	-	31,787.90	9,212.10	77.53%
TELEPHONE HARDWARE & MAINTENANCE	26,000.00	-	16,896.74	9,103.26	64.99%
COMPUTER SUPPLIES	34,000.00	22.00	10,079.59	23,920.41	29.65%
THIRD PARTY SERVICES	40,500.00	683.00	34,122.50	6,377.50	84.25%
CONSULTING SERVICES	212,000.00	31,831.75	128,836.19	83,163.81	60.77%
STAFF TRAVEL/PARKING	2,500.00	-	-	2,500.00	0.00%
STAFF MEMBERSHIP DUES	110.00	-	-	110.00	0.00%
TELEPHONE	24,000.00	1,628.17	16,433.87	7,566.13	68.47%
TRANSFER TO INDIRECT EXPENSES	(723,610.00)	(83,650.56)	(453,447.70)	(270,162.30)	62.66%
<b>TOTAL DIRECT EXPENSES:</b>	-	-	-	-	
<b>INDIRECT EXPENSES:</b>					
SALARY EXPENSE (12.10 FTE)	1,002,250.00	82,716.60	853,027.09	149,222.91	85.11%
BENEFITS EXPENSE	327,511.00	30,562.76	285,684.69	41,826.31	87.23%
CAPITAL LABOR & OVERHEAD	(140,700.00)	(15,639.24)	(132,638.46)	(8,061.54)	94.27%
OTHER INDIRECT EXPENSE	286,858.00	26,073.18	241,227.46	45,630.54	84.09%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>1,475,919.00</b>	<b>123,713.30</b>	<b>1,247,300.78</b>	<b>228,618.22</b>	<b>84.51%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>1,475,919.00</b>	<b>123,713.30</b>	<b>1,247,300.78</b>	<b>228,618.22</b>	<b>84.51%</b>
<b>NET INCOME (LOSS):</b>	<b>(1,475,919.00)</b>	<b>(123,713.30)</b>	<b>(1,247,300.78)</b>		

# Washington State Bar Association

## Statement of Activities

For the Period from August 1, 2017 to August 31, 2017

**91.67% OF YEAR COMPLETE**

	FISCAL 2017 BUDGET	CURRENT MONTH	YEAR TO DATE	REMAINING BALANCE	% USED OF BUDGET
<b>CONTINUING LEGAL EDUCATION (CLE)</b>					
<b>REVENUE:</b>					
SEMINAR REGISTRATIONS	1,670,000.00	43,901.00	765,229.25	904,770.75	45.82%
SEMINAR-EXHIB/SPNSR/ETC	25,000.00	16,450.00	37,715.00	(12,715.00)	150.86%
SHIPPING & HANDLING	4,600.00	218.00	3,669.28	930.72	79.77%
DESKBOOK SALES	80,000.00	5,096.50	69,483.26	10,516.74	86.85%
COURSEBOOK SALES	20,000.00	1,810.28	14,362.78	5,637.22	71.81%
SECTION PUBLICATION SALES	15,200.00	675.00	10,404.83	4,795.17	68.45%
ROYALTIES	-	-	180.00	(180.00)	
CASEMAKER ROYALTIES	60,000.00	6,151.30	41,747.41	18,252.59	69.58%
MP3 AND VIDEO SALES	700,000.00	47,445.21	919,183.79	(219,183.79)	131.31%
<b>TOTAL REVENUE:</b>	<b>2,574,800.00</b>	<b>121,747.29</b>	<b>1,861,975.60</b>	<b>712,824.40</b>	<b>72.32%</b>
<b>DIRECT EXPENSES:</b>					
COURSEBOOK PRODUCTION	4,000.00	18.62	1,333.78	2,666.22	33.34%
POSTAGE - FLIERS/CATALOGS	40,000.00	68.05	17,750.02	22,249.98	44.38%
POSTAGE - MISC./DELIVERY	2,500.00	-	594.00	1,906.00	23.76%
DEPRECIATION	19,000.00	560.00	18,414.37	585.63	96.92%
ONLINE EXPENSES	82,000.00	6,799.00	78,338.27	3,661.73	95.53%
ACCREDITATION FEES	6,500.00	299.00	5,423.00	1,077.00	83.43%
SEMINAR BROCHURES	65,000.00	-	26,985.99	38,014.01	41.52%
FACILITIES	285,988.00	8,000.00	169,617.01	116,370.99	59.31%
SPEAKERS & PROGRAM DEVELOP	55,000.00	3,958.17	47,434.73	7,565.27	86.24%
SPLITS TO SECTIONS	167,456.00	14,868.95	71,182.75	96,273.25	42.51%
SPLITS TO CO-SPONSORS	7,500.00	-	-	7,500.00	0.00%
HONORARIA	20,250.00	-	-	20,250.00	0.00%
CLE SEMINAR COMMITTEE	1,500.00	22.38	189.05	1,310.95	12.60%
BAD DEBT EXPENSE	600.00	-	-	600.00	0.00%
STAFF TRAVEL/PARKING	6,500.00	-	4,383.91	2,116.09	67.44%
STAFF MEMBERSHIP DUES	1,550.00	1,336.00	1,652.00	(102.00)	106.58%
SUPPLIES	2,000.00	77.01	1,290.67	709.33	64.53%
COST OF SALES - DESKBOOKS	56,000.00	3,900.62	48,538.14	7,461.86	86.68%
COST OF SALES - COURSEBOOKS	1,400.00	169.56	1,214.19	185.81	86.73%
COST OF SALES SECTION PUBLICATION	2,800.00	117.06	1,779.39	1,020.61	63.55%
A/V DEVELOP COSTS (RECORDING)	1,500.00	-	-	1,500.00	0.00%
DESKBOOK ROYALTIES	1,000.00	-	570.72	429.28	57.07%
RECORDED SEMINAR ROYALTIES	-	-	192.50	(192.50)	
SHIPPING SUPPLIES	250.00	-	-	250.00	0.00%
POSTAGE & DELIVERY-DESKBOOKS	4,000.00	103.46	3,770.33	229.67	94.26%
POSTAGE & DELIVERY-COURSEBOOKS	3,000.00	51.82	430.57	2,569.43	14.35%
SPLITS WITH SECTIONS	4,800.00	-	2,007.87	2,792.13	41.83%
FLIERS/CATALOGS	7,500.00	-	3,645.60	3,854.40	48.61%
POSTAGE - FLIERS/CATALOGS	5,000.00	-	2,794.57	2,205.43	55.89%
COMPLIMENTARY BOOK PROGRAM	4,000.00	-	1,404.15	2,595.85	35.10%
RECORDS STORAGE - OFF SITE	7,440.00	620.00	6,200.00	1,240.00	83.33%
MISCELLANEOUS	200.00	-	-	200.00	0.00%
<b>TOTAL DIRECT EXPENSES:</b>	<b>866,234.00</b>	<b>40,969.70</b>	<b>517,137.58</b>	<b>349,096.42</b>	<b>59.70%</b>
<b>INDIRECT EXPENSES:</b>					
SALARY EXPENSE (12.77 FTE)	837,663.00	65,520.53	741,116.07	96,546.93	88.47%
BENEFITS EXPENSE	295,948.00	26,631.79	270,476.48	25,471.52	91.39%
OTHER INDIRECT EXPENSE	302,742.00	28,060.92	257,733.19	45,008.81	85.13%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>1,436,353.00</b>	<b>120,213.24</b>	<b>1,269,325.74</b>	<b>167,027.26</b>	<b>88.37%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>2,302,587.00</b>	<b>161,182.94</b>	<b>1,786,463.32</b>	<b>516,123.68</b>	<b>77.59%</b>
<b>NET INCOME (LOSS):</b>	<b>272,213.00</b>	<b>(39,435.65)</b>	<b>75,512.28</b>		

**Washington State Bar Association**  
Statement of Activities  
For the Period from August 1, 2017 to August 31, 2017  
**91.67% OF YEAR COMPLETE**

	<b>FISCAL 2017 BUDGET</b>	<b>CURRENT MONTH</b>	<b>YEAR TO DATE</b>	<b>REMAINING BALANCE</b>	<b>% USED OF BUDGET</b>
<b>SECTIONS OPERATIONS</b>					
<b>REVENUE:</b>					
SECTION DUES	475,770.00	1,320.00	494,751.50	(18,981.50)	103.99%
SEMINAR PROFIT SHARE	151,310.00	14,868.95	88,342.75	62,967.25	58.39%
INTEREST INCOME	1,406.00	-	-	1,406.00	0.00%
PUBLICATIONS REVENUE	5,000.00	462.53	5,389.80	(389.80)	107.80%
OTHER	55,125.00	630.00	42,472.71	12,652.29	77.05%
<b>TOTAL REVENUE:</b>	<b>688,611.00</b>	<b>17,281.48</b>	<b>630,956.76</b>	<b>57,654.24</b>	<b>91.63%</b>
<b>DIRECT EXPENSES:</b>					
DIRECT EXPENSES OF SECTION ACTIVITIES	627,684.00	13,518.88	308,281.76	319,402.24	49.11%
REIMBURSEMENT TO WSBA FOR INDIRECT EXPENSES	310,818.75	806.25	325,575.00	(14,756.25)	104.75%
<b>TOTAL DIRECT EXPENSES:</b>	<b>938,502.75</b>	<b>14,325.13</b>	<b>633,856.76</b>	<b>304,645.99</b>	<b>67.54%</b>
<b>NET INCOME (LOSS):</b>	<b>(249,891.75)</b>	<b>2,956.35</b>	<b>(2,900.00)</b>		



**Washington State Bar Association**  
Statement of Activities  
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	<b>FISCAL 2017 BUDGET</b>	<b>CURRENT MONTH</b>	<b>YEAR TO DATE</b>	<b>REMAINING BALANCE</b>	<b>% USED OF BUDGET</b>
<b>CLIENT PROTECTION FUND</b>					
<b>REVENUE:</b>					
CPF RESTITUTION	1,000.00	441.20	3,566.65	(2,566.65)	356.67%
CPF MEMBER ASSESSMENTS	982,000.00	5,730.00	996,067.50	(14,067.50)	101.43%
INTEREST INCOME	3,000.00	2,256.42	17,285.83	(14,285.83)	576.19%
<b>TOTAL REVENUE:</b>	<b>986,000.00</b>	<b>8,427.62</b>	<b>1,016,919.98</b>	<b>(30,919.98)</b>	<b>103.14%</b>
<b>DIRECT EXPENSES:</b>					
GIFTS TO INJURED CLIENTS	500,000.00	30,500.00	209,133.12	290,866.88	41.83%
CPF BOARD EXPENSES	1,500.00	260.49	1,468.16	31.84	97.88%
BANK FEES - WELLS FARGO	1,000.00	(75.98)	190.19	809.81	19.02%
STAFF MEMBERSHIP DUES	-	-	200.00	(200.00)	
<b>TOTAL DIRECT EXPENSES:</b>	<b>502,500.00</b>	<b>30,684.51</b>	<b>210,991.47</b>	<b>291,508.53</b>	<b>41.99%</b>
<b>INDIRECT EXPENSES:</b>					
SALARY EXPENSE (1.01 FTE)	66,205.00	5,516.36	61,518.15	4,686.85	92.92%
BENEFITS EXPENSE	23,572.00	2,203.28	21,692.25	1,879.75	92.03%
OTHER INDIRECT EXPENSE	23,944.00	2,177.89	20,147.31	3,796.69	84.14%
<b>TOTAL INDIRECT EXPENSES:</b>	<b>113,721.00</b>	<b>9,897.53</b>	<b>103,357.71</b>	<b>10,363.29</b>	<b>90.89%</b>
<b>TOTAL ALL EXPENSES:</b>	<b>616,221.00</b>	<b>40,582.04</b>	<b>314,349.18</b>	<b>301,871.82</b>	<b>51.01%</b>
<b>NET INCOME (LOSS):</b>	<b>369,779.00</b>	<b>(32,154.42)</b>	<b>702,570.80</b>		

**Washington State Bar Association**  
Statement of Activities  
For the Period from August 1, 2017 to August 31, 2017  
**91.67% OF YEAR COMPLETE**

	<b>FISCAL 2017 BUDGET</b>	<b>CURRENT MONTH</b>	<b>YEAR TO DATE</b>	<b>REMAINING BALANCE</b>	<b>% USED OF BUDGET</b>
<b>MANAGEMENT OF WESTERN STATES BAR CONFERENCE (NO WSBA FUNDS)</b>					
<b>REVENUE:</b>					
REGISTRATION REVENUE	25,600.00	-	30,150.00	(4,550.00)	117.77%
OTHER ACTIVITIES REGISTRATION REVENUE	13,000.00	-	23,200.00	(10,200.00)	178.46%
WESTERN STATES BAR MEMBERSHIP DUES	2,400.00	-	2,400.00	-	100.00%
SPONSORSHIPS	9,000.00	-	12,200.00	(3,200.00)	135.56%
<b>TOTAL REVENUE:</b>	<b>50,000.00</b>	<b>-</b>	<b>67,950.00</b>	<b>(17,950.00)</b>	<b>135.90%</b>
<b>DIRECT EXPENSES:</b>					
SPEAKERS & PROGRAM DEVELOPMENT	1,000.00	-	600.81	399.19	60.08%
FACILITIES	44,000.00	-	52,315.50	(8,315.50)	118.90%
STAFF TRAVEL/PARKING	2,300.00	-	1,932.61	367.39	84.03%
BANK FEES	560.00	46.59	514.30	45.70	91.84%
WSBC PRESIDENT TRAVEL	500.00	-	-	500.00	0.00%
OPTIONAL ACTIVITIES EXPENSE	1,200.00	-	3,130.58	(1,930.58)	260.88%
MARKETING EXPENSE	440.00	-	735.83	(295.83)	167.23%
<b>TOTAL DIRECT EXPENSES:</b>	<b>50,000.00</b>	<b>46.59</b>	<b>59,229.63</b>	<b>(9,229.63)</b>	<b>118.46%</b>
<b>INDIRECT EXPENSES:</b>					
<b>TOTAL INDIRECT EXPENSES:</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>TOTAL ALL EXPENSES:</b>	<b>50,000.00</b>	<b>46.59</b>	<b>59,229.63</b>	<b>(9,229.63)</b>	<b>118.46%</b>
<b>NET INCOME (LOSS):</b>	<b>-</b>	<b>(46.59)</b>	<b>8,720.37</b>		

**Washington State Bar Association**  
Statement of Activities  
For the Period from August 1, 2017 to August 31, 2017  
**91.67% OF YEAR COMPLETE**

	<b>FISCAL 2017 BUDGET</b>	<b>CURRENT MONTH</b>	<b>YEAR TO DATE</b>	<b>REMAINING BALANCE</b>	<b>% USED OF BUDGET</b>
<b>INDIRECT EXPENSES:</b>					
SALARIES	10,987,791.00	877,758.82	9,878,636.13	1,109,154.87	89.91%
ALLOWANCE FOR OPEN POSITIONS	(120,000.00)	-	-	(120,000.00)	0.00%
TEMPORARY SALARIES	98,320.00	7,286.22	97,325.54	994.46	98.99%
CAPITAL LABOR & OVERHEAD	(140,700.00)	(15,639.24)	(132,638.46)	(8,061.54)	94.27%
EMPLOYEE ASSISTANCE PLAN	4,800.00	-	3,600.00	1,200.00	75.00%
EMPLOYEE SERVICE AWARDS	1,970.00	-	1,650.00	320.00	83.76%
FICA (EMPLOYER PORTION)	823,000.00	97,753.80	744,211.87	78,788.13	90.43%
L&I INSURANCE	48,000.00	-	28,107.42	19,892.58	58.56%
MEDICAL (EMPLOYER PORTION)	1,335,000.00	120,850.75	1,244,959.88	90,040.12	93.26%
RETIREMENT (EMPLOYER PORTION)	1,252,000.00	108,222.29	1,077,131.59	174,868.41	86.03%
TRANSPORTATION ALLOWANCE	118,500.00	180.00	106,494.50	12,005.50	89.87%
UNEMPLOYMENT INSURANCE	106,000.00	7,978.59	86,411.55	19,588.45	81.52%
STAFF DEVELOPMENT-GENERAL	6,865.00	4,399.43	5,119.99	1,745.01	74.58%
<b>TOTAL SALARY &amp; BENEFITS EXPENSE:</b>	<b>14,521,546.00</b>	<b>1,208,790.66</b>	<b>13,141,010.01</b>	<b>1,380,535.99</b>	<b>90.49%</b>
WORKPLACE BENEFITS	42,000.00	1,553.63	33,496.19	8,503.81	79.75%
HUMAN RESOURCES POOLED EXP	126,656.00	6,208.01	100,438.91	26,217.09	79.30%
MEETING SUPPORT EXPENSES	15,000.00	935.51	11,228.48	3,771.52	74.86%
RENT	1,645,000.00	142,503.41	1,601,761.90	43,238.10	97.37%
PERSONAL PROP TAXES-WSBA	12,500.00	701.08	8,698.85	3,801.15	69.59%
FURNITURE, MAINT, LH IMP	38,000.00	945.66	18,002.35	19,997.65	47.37%
OFFICE SUPPLIES & EQUIPMENT	50,000.00	3,587.33	43,744.79	6,255.21	87.49%
FURN & OFFICE EQUIP DEPRECIATION	74,000.00	3,287.00	66,988.56	7,011.44	90.53%
COMPUTER HARDWARE DEPRECIATION	63,000.00	4,831.00	56,888.51	6,111.49	90.30%
COMPUTER SOFTWARE DEPRECIATION	94,500.00	1,825.00	20,696.01	73,803.99	21.90%
INSURANCE	130,400.00	11,514.77	120,267.27	10,132.73	92.23%
PROFESSIONAL FEES-AUDIT	31,000.00	-	37,662.06	(6,662.06)	121.49%
PROFESSIONAL FEES-LEGAL	60,000.00	20,190.00	50,648.87	9,351.13	84.41%
TELEPHONE & INTERNET	38,000.00	3,554.68	37,475.06	524.94	98.62%
POSTAGE - GENERAL	45,000.00	2,992.80	31,585.41	13,414.59	70.19%
RECORDS STORAGE	40,000.00	3,113.47	33,551.55	6,448.45	83.88%
STAFF TRAINING	75,000.00	8,844.62	71,061.09	3,938.91	94.75%
BANK FEES	35,400.00	2,300.54	29,290.46	6,109.54	82.74%
PRODUCTION MAINTENANCE & SUPPLIES	25,000.00	(195.07)	7,786.73	17,213.27	31.15%
COMPUTER POOLED EXPENSES	723,610.00	83,650.56	453,447.70	270,162.30	62.66%
<b>TOTAL OTHER INDIRECT EXPENSES:</b>	<b>3,364,066.00</b>	<b>302,344.00</b>	<b>2,834,720.75</b>	<b>529,345.25</b>	<b>84.26%</b>
<b>TOTAL INDIRECT EXPENSES:</b>	<b>17,885,612.00</b>	<b>1,511,134.66</b>	<b>15,975,730.76</b>		

# Washington State Bar Association

Statement of Activities

For the Period from August 1, 2017 to August 31, 2017

**91.67% OF YEAR COMPLETE**

	<b>FISCAL 2017 BUDGET</b>	<b>CURRENT MONTH</b>	<b>YEAR TO DATE</b>	<b>REMAINING BALANCE</b>
<b>SUMMARY PAGE</b>				
LICENSE FEES	13,204,000.00	1,110,752.22	12,391,590.81	812,409.19
ACCESS TO JUSTICE	(251,763.00)	(26,839.56)	(278,415.43)	26,652.43
ADMINISTRATION	(974,756.00)	(63,964.80)	(816,347.09)	(158,408.91)
ADMISSIONS/BAR EXAM	(91,290.00)	(34,719.10)	370,237.96	(461,527.96)
BOARD OF GOVERNORS	(782,596.00)	(71,655.50)	(714,420.36)	(68,175.64)
COMMUNICATIONS	(1,656,408.00)	(129,589.59)	(1,401,320.45)	(255,087.55)
DISCIPLINE	(5,462,671.00)	(441,067.64)	(4,857,724.31)	(604,946.69)
DIVERSITY	(293,895.00)	(32,310.47)	(257,913.39)	(35,981.61)
FOUNDATION	(167,949.00)	(12,981.20)	(142,314.42)	(25,634.58)
HUMAN RESOURCES	(257,819.00)	(30,828.30)	(336,999.74)	79,180.74
PUBLIC SERVICE PROGRAMS	(347,000.00)	(17,566.45)	(267,297.35)	(79,702.65)
LOMAP	(200,402.00)	(17,089.98)	(168,855.55)	(31,546.45)
LAP	(158,452.00)	(10,571.33)	(152,039.94)	(6,412.06)
LEGISLATIVE	(263,265.00)	(10,022.52)	(187,686.40)	(75,578.60)
LICENSING AND MEMBERSHIP	(339,667.00)	(9,698.78)	(235,775.00)	(103,892.00)
LIMITED LICENSE LEGAL TECHNICIAN	(221,664.00)	(17,805.47)	(173,898.40)	(47,765.60)
LIMITED PRACTICE OFFICERS	(69,787.00)	10,912.86	(10,581.44)	(59,205.56)
MANDATORY CLE ADMINISTRATION	(24,390.00)	(31,230.40)	28,670.15	(53,060.15)
MEMBER BENEFITS	(72,000.00)	(5,994.87)	(47,630.27)	(24,369.73)
MENTORSHIP PROGRAM	(201,473.00)	(12,671.27)	(143,246.03)	(58,226.97)
NEW LAWYER PROGRAM	(227,891.00)	(25,060.38)	(239,278.84)	11,387.84
NW LAWYER	(50,758.00)	(18,747.00)	(55,083.92)	4,325.92
OFFICE OF GENERAL COUNSEL	(792,970.00)	(78,728.77)	(728,170.45)	(64,799.55)
OGC-DISCIPLINARY BOARD	(257,747.00)	(19,890.82)	(219,015.14)	(38,731.86)
PRACTICE OF LAW BOARD	(115,371.00)	(10,467.48)	(109,464.80)	(5,906.20)
PROFESSIONAL RESPONSIBILITY	(280,851.00)	(21,925.63)	(227,936.44)	(52,914.56)
LAW CLERK PROGRAM	(9,435.00)	(6,519.98)	26,425.70	(35,860.70)
SECTIONS ADMINISTRATION	(153,156.00)	(36,611.61)	(101,447.55)	(51,708.45)
TECHNOLOGY	(1,475,919.00)	(123,713.30)	(1,247,300.78)	(228,618.22)
CLE - PRODUCTS	222,126.00	7,202.08	475,958.89	(253,832.89)
CLE - SEMINARS	50,087.00	(46,637.73)	(400,446.61)	450,533.61
SECTIONS OPERATIONS	(249,891.75)	2,956.35	(2,900.00)	(246,991.75)
LFCP	369,779.00	(32,154.42)	702,570.80	(332,791.80)
WESTERN STATES BAR CONFERENCE (No WSBA Funds)	-	(46.59)	8,720.37	(8,720.37)
INDIRECT EXPENSES	(17,885,612.00)	(1,511,134.66)	(15,975,730.76)	(1,909,881.24)
<b>TOTAL OF ALL</b>	<b>19,490,856.75</b>	<b>1,776,422.09</b>	<b>15,495,066.18</b>	<b>3,995,790.57</b>
<b>NET INCOME (LOSS)</b>	<b>(1,605,244.75)</b>	<b>(265,287.43)</b>	<b>480,664.58</b>	

**Washington State Bar Association  
Analysis of Cash Investments  
As of August 31, 2017**

**Checking & Savings Accounts**

**General Fund**

**Checking**

<b><u>Bank</u></b>	<b><u>Account</u></b>	<b><u>Amount</u></b>
Wells Fargo	General	\$ 569,625
Total		\$ 569,625

<b><u>Investments</u></b>	<b><u>Rate</u></b>	<b><u>Amount</u></b>
Wells Fargo Money Market	0.92%	\$ 1,425,508
UBS Financial Money Market	1.00%	\$ 840,752
Morgan Stanley Money Market	0.65%	\$ 25,751
Merrill Lynch Money Market	1.04%	\$ 1,880,656
Long Term Investments	Varies	\$ 3,452,088
Short Term Investments	Varies	\$ 750,000
General Fund Total		<b><u>\$ 8,944,380</u></b>

**Lawyer's Fund for Client Protection**

**Checking**

<b><u>Bank</u></b>	<b><u>Amount</u></b>
Wells Fargo	\$ 1,455,477

<b><u>Investments</u></b>	<b><u>Rate</u></b>	<b><u>Amount</u></b>
Wells Fargo Money Market	0.92%	\$ 2,240,190
Morgan Stanley Money Market	0.24%	\$ 102,768
Wells Fargo Investments	Varies	\$ -
Lawyers' Fund for Client Protection Total		<b><u>\$ 3,798,436</u></b>

Grand Total Cash & Investments	<b><u>\$ 12,742,816</u></b>
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**Washington State Bar Association  
Analysis of Cash Investments  
As of August 31, 2017**

**Long Term Investments- General Fund**

**UBS Financial Long Term Investments**

Nuveen 3-7 year Municipal Bond Portfolio

**Value as of 8/31/2017**

\$ 512,715.98

**Morgan Stanley Long Term Investments**

Lord Abbett Short Term Duration Income Fund

Guggenheim Total Return Bond Fund

Virtus Multi-Sector Short Term Bond Fund

**Value as of 8/31/2017**

\$ 1,576,284.14

\$ 685,624.65

\$ 677,462.76

**\$ 2,939,371.55**

**Total Long Term Investments- General Fund 3,452,087.53**

**Short Term Investments- General Fund**

**Bank**

Bank of China NY

Bank of Baroda

ZB NA

**Interest**

**Rate**

0.85%

0.90%

0.80%

**Yield**

0.85%

0.90%

0.80%

**Term**

9 months

9 months

9 months

**Maturity**

**Date**

10/30/2017

10/31/2017

11/1/2017

**Amount**

250,000.00

250,000.00

250,000.00

**Total Short Term Investments- General Fund 750,000.00**

**Lawyer's Fund for Client Protection**

**Bank**

**Interest**

**Rate**

**Yield**

**Term**

**Mths**

**Maturity**

**Date**

**Amount**

**Total LFCP -**