

**SENIOR LAWYERS SECTION
MINUTES OF THE EXECUTIVE COMMITTEE MEETING**

April 19, 2023

This meeting was conducted via Zoom. The following Executive Committee members and WSBA personnel were present at this meeting: Interim Chair Jeanine Lutzenhiser, Eleanor Doermann, Carole Grayson, Al Armstrong, BOG Co-Liaison Jordan Couch, David Sprinkle, Jenny Rydberg, Jim Riehl, Steve DeForest, Bill Cameron, Brian Comstock, Joe Gordon, Young Lawyer Liaison Sabiha Ahmad, WSBA Sections Program Specialist Carolyn MacGregor, and Rachel Matz, WSBA Education Programs Lead. Not able to be present were BOG Co-Liaison Kevin Fay and Morrie Shore.

CHAIR'S WELCOME

This third quarter Jeanine is serving as Interim Chair. Jeanine welcomed the attendees and treated us to a meeting with her first granddaughter, two-day-old Ambrose. Ambrose joins her older brother, two-year-old Auden.

SECRETARY'S REPORT

Al's March Meeting Minutes were approved by Motion.

TREASURER'S REPORT AND OTHER BUDGET MATTERS

Joe reported that he has received the latest WSBA's Statement of Activities, which reflects a Section fund balance of \$17,117.82. Joe also stated that we gained seven new Section members during February.

Carolyn noted that we have overspent our FY23 budget for Life Begins by \$114.90. There are of course funds in our general fund to cover this overage, but Carolyn felt that we should direct a memorandum to the WSBA Director of Finance, and possibly to the WSBA Executive Director, requesting to use unbudgeted funds from our general fund to cover this additional incurred expense. Also included in this request would be the payment of the anticipated expense of our Spring Life Begins, thought to be approximately \$950. A Motion to make such a request was approved. Joe, Jeanine and Carolyn will work to draft and direct the memorandum to the appropriate offices of the Bar. David wondered whether \$50 prizes (to be awarded in connection with our recent survey) should be included in this request. It was determined that this sum could be paid from the amount previously budgeted as Executive Committee expenses, and therefore needn't be included in the request.

OUR UPCOMING JULY CLE

It was confirmed that our CLE will take place on Friday, July 14 at the WSBA Conference Center. Three hours of CLE credits are contemplated.

Carole reported on the progress of our CLE Subcommittee in rounding up presenters for our upcoming in-person/remote CLE. Jeanine has confirmed two speakers, Richard Tizzano and Tony Hinson of the Poulsbo firm Sharrard McGonagle Tizzano & Lind. Mr. Tizzano has just retired, having specialized in general estate planning, and Mr. Hinson is an estate and tax expert. Carole and Rachel have reached out to and confirmed the WSBA's Jean Marie Clavere as our ethics presenter. Carole contemplated an hour presentation from each speaker. There was some discussion of perhaps a fourth speaker; Jenny had suggested a presentation about volunteering opportunities for retired attorneys. However, there was recognition of our time constraints as well, given that we are only planning a half-day CLE. Jim suggested having a judge give a brief introduction; Justice Madsen was his choice in this regard. Having Justice Madsen as the kickoff speaker, addressing the CLE attendees via a Zoom connection was thought appropriate. Jim noted that this would send a message that "in-person CLEs are back."

Brian spoke wistfully about our old CLE haunt, the Sea-Tac Marriott. Al also said he missed the Marriott. But Carole cautioned that even before the pandemic, our attendance had been dropping, even at that venue, and cost must be a factor in our choice of CLE sites. Brian was also concerned that attorneys far removed from Seattle will not get to attend our event, but Carole assured Brian that persons from all around the state can attend our function via Zoom. Steve added that the dangers of COVID must still be a factor in planning our CLEs; he mentioned that his daughter had recently contracted the malady.

Carole addressed the food issue; a catered lunch is contemplated. Rachel has looked into this. There will be box lunches that can be ordered in advance. The prices will vary from \$18 to about \$22. Coffee and snacks will also be provided. The cost of the lunches should be included in the price of tuition. As the box lunches will need to be ordered no later than two days in advance, someone mentioned that our walk-in attendees will be left with no food. David suggested that we leave this question for the Subcommittee to deal with. It was suggested that our speakers should be invited to stay for lunch.

LIFE BEGINS

Jim stated that our spring edition is now out. He also opined that we may wish to devote our energies toward our CLE and skip a summer edition of *Life Begins*. It was decided by

Motion to adopt this approach. Carole suggested that we include a story about our CLE in the fall edition.

Carole lauded Britt Sutherland's efforts at getting our newsletter published. She is great to work with, said Carole, and is creative and proactive too. Jeanine thanked Eleanor, Carole, Jim and everyone who contributed to our publication.

ELECTION

It was mentioned that all current Executive Committee members had entered their respective names as candidates for the next fiscal year, except for Morrie. The deadline for our ballot posting is May 15. As of yet, no one has applied to run for the Chairperson position.

It was noted that Brian has volunteered to act as Interim Chair for the last quarter of FY 2023.

YOUNG LAWYER COMMITTEE LIAISON REPORT

Sabiha stands ready to address the Young Lawyers' Committee about a mentorship arrangement with our Section. Jeanine indicated she has done some research about mentorship within the WSBA. She suggested that a structured mentorship program might be a possibility; the WSBA has materials dealing with this. Jeanine said she would compose a memorandum about this and distribute it to us prior to our May meeting, whereupon we could authorize some mentorship proposal that Sabiha could offer to the Young Lawyers. Carolyn suggested that we consider a mutual mentorship program to the Young Lawyers—Millennial technical training from young to us oldsters, and sage advice from us to the young ones.

ADJOURNMENT

Jeanine adjourned the meeting.

NEXT MEETING

Our next meeting will take place on a remote-attendance basis on May 17, 2023 at 10:30 am.

April 20, 2023

To: Senior Lawyers Section Executive Committee

From: Jeanine Lutzenhiser

Re: Proposal for mentoring program between Senior Lawyers Section and Young Lawyers Division

Introduction: Since joining the Senior Lawyers Section and Executive Committee while still a “young” lawyer myself, I have mulled the idea of creating more opportunities for mutually beneficial interactions between new lawyers and senior lawyers. Our recent member survey included comments indicating an interest in mentoring (though not necessarily “speed-mentoring”) and life after retirement, including volunteering.

Senior lawyers could benefit from giving back: sharing skills and lessons learned from many years of practice. New lawyers could benefit from learning from more experienced attorneys about legal practice and maintaining wellness and balance throughout a career in the law. They might feel more freedom to ask frank questions and share honestly with an attorney not connected with their practice or performance reviews. They could also benefit from (and confer a benefit by) sharing their own perspective and skill sets in areas less familiar to senior lawyers (such as electronic technologies and applications), in effect becoming the mentors in this context.

After attending a CLE on mentoring earlier this year, I followed up with one of the presenters, who launched a mentoring program within the Admin Law Section last year. SLS Young Lawyer Liaison Sabiha Ahmad and I had a call to discuss program design ideas, and then the two of us met by phone with Carolyn McGregor, who helped launch the Admin Law Section program. Carolyn was encouraging, and we discussed a variety of mentoring scenarios, from lower-commitment “lunches with lawyers” and “speed-dating”-style mentoring sessions to the year-long program the WSBA mentoring toolkit envisions. Now we are bringing the matter to the Executive Committee for consideration.

WSBA Program and MCLE: WSBA has designed a structured program, through which mentors and mentees can earn MCLE credit for their meetings. Participants commit to meeting two hours a month, in-person, remotely, or both. The WSBA Mentorship Program Toolkit includes program design ideas, sample applications for mentors and mentees, outlines for launch timelines and logistics, and ideas for troubleshooting and evaluation. WSBA handles the assigning of MCLE credit to those pairs who complete the program.

Getting started: With the WSBA’s help, a subcommittee of the section(s) involved in the launch publicizes the program with flyers, e-mail blasts, and write-ups in various bar news sources. This

publicity soliciting applications from prospective mentees and mentors would start several months before a planned kick-off event.

Pairing: Applicants explain why they're interested in a mentorship, and can indicate what's most important to them in such a relationship: legal practice type (e.g., civil vs. criminal, transactional vs. litigation)? Specific practice area? Geographic proximity? Urban vs. rural? Similar extracurricular interests? Given that neither the YLD nor the SLS are organized around one practice area, there could be broader concepts for pairing than in a program launched in a more practice-focused section.

The Admin Law program ended up with three pairs, which the organizers considered a successful launch.

The launch: After the committee assigns the mentor/mentee pairs, participants attend a mandatory kick-off event. The Admin Law organizer I met recommended an in-person event, but their early-2022 launch needed to be by Zoom because of ongoing COVID concerns. A Zoom event also permits wider geographic participation. At this event, the newly-paired mentors and mentees meet (via breakout rooms if on Zoom) and decide on the terms of their own mentoring agreement.

Post-launch: After the launch event, the pairs are left to their own devices for the duration of the program (typically 11-12 months), with one mid-program survey to see how things are going. At the end of the program, the organizers survey participants once more and collect the completed CLE documentation from the mentoring pairs, to submit to WSBA for assignment of credit.

WASHINGTON STATE BAR ASSOCIATION

Long Range Planning Council

TO: WSBA Board of Governors

CC: Terra Nevitt, Executive Director

FROM: Long-Range Strategic Planning Council (LRSPC)

Drafted by: Rajeev D. Majumdar, LRSPC Member

Staff Coordination: Sara Niegowski, Chief Communications and Outreach Officer

DATE: April 17, 2023

RE: WSBA Deskbooks can and should be offered as a free member benefit

ACTION: The Long Range Strategic Planning Council requests the Board of Governors adopt its recommendation to make online access to all WSBA Deskbooks a free member benefit.

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Introduction

The Long-Range Strategic Planning Council (LRSPC) voted on Monday, February 27, 2023, to approve a final proposal and recommendation for the WSBA to offer free online access to all WSBA Deskbooks for members once the WSBA's contract with LexisNexis and Fastcase end; the LRSPC confirmed that decision on April 17, 2023 after reviewing this memo. We ask the Board of Governors to adopt the recommendation as outlined, and direct the staff of the WSBA to execute on this vision – putting the WSBA on a path of long term member-oriented support and resource provision. This memo outlines the free-Deskbook-access model, which the LRSPC recommends the Board approve for implementation; this memo also includes more current and in-depth legal and fiscal analyses from staff, completed once the LRSPC decided to move this proposal forward for Board action. This proposal does not contemplate ending physical Deskbooks. The benefit would begin roughly around 11/24/24.

An underlying premise of this proposal is “**value as the measure of member services.**” In long range planning, the WSBA needs to be measuring outcomes by what our members get from these services, not exclusively the dollar value. Our robust member services should focus on meeting the needs of members, including substantive law resources and additional support for both solo/small firm, new, and rural members. We have the tools to do this with our currently produced Deskbooks. Our bar association expends significant resources on fostering its longstanding and highly valued tradition of cultivating volunteer expertise, comparative case law, and practice primers, yet our membership at large does not have free access to our work product.

By way of comparison, a much smaller bar, the Oregon State Bar, provides all members free online access to its 48 BarBooks™ titles online. The WSBA only produces 23 Deskbook titles and offers them online via a partnership with Fastcase (previously Casemaker) only to members who pay money (other exceptions noted below).

The WSBA's Deskbooks are recognized as authoritative sources on Washington law and have been cited by Washington appellate courts in over 250 opinions. Full of practice tips, forms, and checklists, these resources are valuable to both practitioners and our judicial members. Access would greatly improve the practice of law in our state.

Yet the cost to an individual member to be able to freely look through all of these WSBA produced resources is exorbitant, and we want a membership that is competent and has access to the best understanding and thought as to the law and how to practice it—information that we already spend time and resources cultivating every year. That information is worth thousands of dollars and should be available to every member as a benefit of being a member. **It would cost the WSBA about \$14.85 per member per year to do this,¹ plus an estimated one-time cash expenditure for e-conversion of \$44,000.00, as well as a one-time asset write-off of existing physical copies.**

The action required should be approved and planned for this year, as it appears that contracts with Fastcase and Lexis Nexis need to be terminated to transition Deskbooks to a member benefit, and the staff will need time to prepare for and implement the transition to be ready at the termination of existing contracts. The earliest date to both contracts would terminate is 11/17/2024, and in order to meet that the WSBA would need to terminate the Fastcase contract this year by giving a 90-day written notice prior to **September 2, 2023**, followed by a 120-day termination notice for Lexis Nexis, which must be provided before **May 21, 2024**.

¹ Assuming no growth of membership, and a membership of ~40,970, and annual cost of \$608,232.00.

This proposal has been explored and developed since November 2021 by LRSPC with staff assistance. The LRSPC met with several key groups to provide more insight into current and potential Deskbook reach/use/distribution models; this included law librarians representing academic, public, and private-firm libraries in the Puget Sound region; representatives from the Oregon State Bar; and WSBA Deskbook staff.

LRSPC’s Policy Recommendation for Adoption

The LRSPC recommends that the Board of Governors adopt the following Deskbook distribution model and direct the WSBA staff to execute on this vision, subject to future course corrections, as well as advice, budget proposals, and planning from staff as the years go on:

1. Based on the data collected and reviewed by the LRSPC and additional analyses provided in this memo;
2. Based on a goal to provide actual tangible and meaningful value for our members;
3. Based on a goal to have an educated and trained legal community in Washington to better serve the public;
4. Based on a goal of being able to support members no matter where they are located, or what size firm or agency they may be in;
5. Based on a goal of giving the members access to intellectual resources their association already spends effort on putting together;
6. Based on a goal to increase statewide member engagement; and
7. Based on the improvement of technology since Deskbooks first were introduced to allow for this type of distribution and instant updates.

That the WSBA do the following, in order to better serve the members, the future members, and the public across the state:

1. Plan, budget for, and be prepared to provide *free* online access to all WSBA Deskbook materials to the membership at the end of our current contracts with vendors offering Deskbooks as a business model; we should expect this switch to free member access will be the norm going forward on a continual basis.
2. The transition would not take place until at least November of 2024; this will account for budgetary planning in the general fund (which could include a license fee increase), current contracts in place with Deskbook vendors (which we hope to maintain good relationships with as we determine how to continue to produce online and—potentially—print editions), and staffing necessary to transition editing and production functions back in-house.

History and Background of WSBA Deskbooks

“In the early spring of 1972, the Continuing Legal Education Committee of the Washington State Bar Association determined to undertake the preparation and publication of a series of deskbooks for Washington lawyers, such as those being produced in the states of California, Oregon, and others.” This is the preface to the 1977 first edition of the *Washington Community Property Deskbook* by the late Spokane County Superior Court Judge George T. Shields, who served as editor-in-chief. The editorial board for this project included University of Washington School of Law

Professors Harry M. Cross and John C. Huston and Washington Supreme Court Justice Robert F. Brachtenbach [The 2023 fifth edition of this deskbook went to the printer on March 15, 2023].

In the spring of 1977, the WSBA CLE Committee appointed Perkins Coie partner Edward (“Ted”) W. Kuhrau as editor-in-chief to undertake the preparation and publication of the *Washington Real Property Deskbook*; when it was published in 1979, this two-volume work represented the largest deskbook undertaking by the WSBA. In his preface, Ted noted that:

[t]hose who have labored on this project have done so despite the fact that all of their efforts have been without any credit toward the Washington State Bar Association’s mandatory continuing legal education requirements. Hopefully, at some early date, the Board of Continuing Legal Education rules will be modified so as to permit continuing legal education credit for legal literature published by the bar association, if future such efforts are to be encouraged and recognized.

And fortunately, the rules were changed to allow contributors to report CLE credit for writing and editing Deskbooks (as “scholarly publications”) once the Deskbook was published.

The second edition, published in 1986, doubled in size to four volumes. In his preface, Ted noted:

The first edition of the deskbook has been cited three times by the Washington Supreme Court and six times by the Court of Appeals. Recognition of the Deskbook by the courts of our state has to be the highest accolade the Deskbook can receive and should be a source of satisfaction to all those who have participated in the effort to write, edit, and publish this work.

The third edition, published in 1997, more than doubled again, to nine volumes. Reflecting in the preface that the *Washington Real Property Deskbook* “has consumed almost a professional lifetime for me,” Ted noted that it had been cited 15 times by the Washington Supreme Court and 28 times by the Washington Court of Appeals. A fourth edition was published in 2009 and supplemented in 2014, and the fifth edition is currently in the editorial stage.

The *Washington Appellate Practice Handbook* was first published in 1980 as part of a nationwide project by the American Bar Association’s Appellate Handbook Committee. The first edition was chosen by the ABA Committee as a model for other states to follow.²

The *Washington Commercial Law Deskbook* was published in 1982; the *Washington Partnership Law and Practice Handbook* in 1984; *Washington Consumer Protection, Antitrust and Unfair Business Practices Law Developments* in 1984; the three-volume *Washington Motor Vehicle Accident* series in 1988; the *Washington Family Law Deskbook* in 1989; and the *Washington Civil Procedure Deskbook* in 1992.

Until 1994, the WSBA staff who oversaw production of deskbooks were the seminar developers in the CLE Department, to the extent that they had capacity outside of their main focus on CLEs. In 1994, the WSBA hired its first full-time editor to oversee deskbooks.

² Interesting historical note: Acknowledgments in the 1998 supplement to this deskbook include now-Washington Supreme Court Justice Raquel Montoya-Lewis for work in preparing the tables of authorities.

The 46-year history of WSBA Deskbooks summarized above represents a member-created and sustained legacy, with deep roots and deep respect among practitioners. Authors and editors report their willingness to volunteer in such a significant way because of the importance of continuing the legacy and updating their shared knowledge. The Washington Law Library blog recently extolled (with “giddiness”) the release of the updated *Family Law Deskbook* by quoting one of its editors: “The Deskbook is really a mentoring resource,” particularly important during times such as the pandemic when opportunities have been reduced for practitioners to gather to discuss ideas.

Impact of Deskbooks

The WSBA’s Deskbooks are recognized as authoritative sources on Washington law and have been cited by Washington appellate courts in over 250 opinions. Full of practice tips, forms, and checklists, these resources are valuable to both practitioners and the judiciary.

In developing these materials, the LRSPC met with several key groups to provide more insight into current and potential Deskbook reach/use/distribution models; this included law librarians representing academic, public, and private-firm libraries in the Puget Sound region; representatives from the Oregon State Bar; and WSBA Deskbook staff.

Below are copies of the slides from the FY22 member perception survey, showing members’ perception and awareness of Deskbooks as a member resource, showing high levels of valuation:

MEAN RANK: MEMBER BENEFITS AND RESOURCES

Resource / Benefit	Mean Rank	Not Important at All / Not Very Important / Somewhat Important / Important / Very Important	NOT AWARE
Ethics Line	3.69	10% / 10% / 18% / 27% / 33%	2%
On-Demand CLEs	3.53	11% / 13% / 21% / 25% / 30%	1%
Free Legal Research Tool (Fastcase)	3.47	18% / 12% / 18% / 17% / 27%	8%
Deskbooks	3.46	16% / 11% / 19% / 25% / 24%	5%
Live Remote CLEs	3.36	12% / 15% / 24% / 26% / 23%	1%
Legal Lunchbox	3.44	15% / 17% / 17% / 21% / 26%	4%
Free Health Counseling and Consultations	3.22	21% / 17% / 14% / 23% / 19%	6%
WA State Bar News Magazine	3.13	10% / 18% / 32% / 28% / 12%	0%
Job Seeking and Career Assistance	3.00	24% / 18% / 17% / 22% / 13%	6%
Law Firm Guides and Templates	2.95	29% / 17% / 17% / 16% / 8%	13%
Member Wellness Program	2.93	26% / 19% / 19% / 19% / 7%	10%
Practice Management Consultations	2.86	31% / 19% / 17% / 13% / 5%	15%

On August 11, 2022, Oregon State Bar Director of Legal Publications, Linda Kruschke, spoke to LRSPC about the Oregon State Bar's decision to make access to its Bar Books (analogous to WSBA Deskbooks) free to members and the financial and logistical impacts of that decision. Director Kruschke said the free-access Bar Books has been overwhelmingly well received by members, though less than half actually access the books. Council members asked if it would be possible, given member sentiment, to go back to a pay-for-access model. Director Kruschke said that it would be nearly impossible to go back given the popularity of the service, and described concerns about the continuity of funding for BarBooks now that they compete in the general fund against other costs and priorities and the funding fluctuates. WSBA staff have also expressed concerns about the BoG going to a free model and then years down the road reversing course noting Oregon's opinion that would be extremely challenging to reverse course.

In a meeting with a wide swath of law librarians in Washington in June 2022, several themes emerged: The WSBA Deskbooks are a valuable, venerated, and much-used resource. Law librarians report that they rely on the Deskbooks to serve both members of the public and legal profession. Their wish is for greater public access; they would prefer resources go into content and publication (updates) as opposed to free access for members, and were concerned that there would be a cost to the public.³ The librarians also conveyed that people like digital access but prefer the digital resources when available. They would very much like to partner with a service like OverDrive to make the titles available for digital check out.

Current State of Affairs

The WSBA gathers experts together and produces the following Deskbook resources, which are updated from time to time.

The WSBA currently has 15 Deskbook titles available in its library (* indicates new titles added since 1994):

1. *Estate Planning, Probate, and Trust Administration in Washington* (2020)(2 volumes)*
2. *The Law of Lawyering in Washington* (2012)*
3. *Public Records Act Deskbook: Washington's Public Disclosure and Open Public Meetings Laws* (2d ed. 2014 & Supp. 2020)*
4. *Shareholder Litigation in Washington State* (2014; second edition in editorial stage)*
5. *Washington Appellate Practice Deskbook* (4th ed. 2016)(2 volumes)
6. *Washington Business Corporation Act (RCW 23B)*(5th ed. 2016)
7. *Washington Civil Procedure Deskbook* (3d ed. 2014)(3 volumes)
8. *Washington Community Property Deskbook* (5th ed. 2023 at printer)
9. *Washington Construction Law Deskbook* (2019)*
10. *Washington Ethics Deskbook* (2d ed. 2020)*
11. *Washington Family Law Deskbook* (3d ed. 2022)
12. *Washington Law of Wills and Intestate Succession* (3d. ed. 2018)*
13. *Washington Partnership and LLC Deskbook* (3d ed. 2020)
14. *Washington Probate Procedure and Tax Manual with Forms* (2009)*
15. *Washington Real Property Deskbook* (4th ed. 2009 & Supps. 2014-2016)(7 volumes)

³ Nothing in the proposal before the BoG suggests changing access costs for law libraries.

Currently out of print: 3-volumes *Washington Motor Vehicle Accident* series (2009).

WSBA offers online Deskbook through two providers, Fastcase and LexisNexis:

A. Fastcase. WSBA licensed its Deskbooks for online distribution to Casemaker in 2014. With the 2020 merger of Casemaker and Fastcase, the Deskbooks continue to be available through Fastcase, via a contract that runs through December 2023.

- As of September 2022, there were fewer than 100 members subscribed to one or more deskbooks online through Fastcase.
- The price for a member to acquire every Deskbook online through them is: \$1,500 per year.
- There is a “discount” price available to solo practitioners and new lawyers of: \$1,200 per year.
- There is also “enterprise” pricing, based on number of attorneys in a firm; the larger the firm the cheaper the product, getting as cheap as \$192 per user at 50 attorneys:

Product	Current annual subscription prices on Fastcase
“All-Publications” library	
2-5 attorneys	\$2,000 per year
6-10 attorneys	\$3,600 per year
11-20 attorneys	\$6,000 per year
21-50 attorneys	\$9,600 per year
51+ attorneys	\$14,400 per year

B. LexisNexis. In November 2020, the WSBA entered into a contractual agreement with LexisNexis that runs through November 2023.

- Lexis Nexis’ offers purchases of individual electronic versions of deskbook volumes; these are not subscriptions, and they range from \$50 for the Law of Lawyering in Washington State to \$1,399 for the comprehensive Washington Real Property Deskbook set (seven volumes).
- Lexis Nexus also offers all of the Deskbooks to its subscribers to its LN Research platform.
- LexisNexis also took the existing inventory of physical WSBA Deskbooks (estimated value \$263,264, still carried as an asset on WSBA’s books) in March 2021 and placed it in their warehouse. See below in the Financial Analysis for more information about transition costs if we terminate the contract.

C. Free Provision. There are currently four ways to get free online access to Deskbooks:

- Washington Law Schools—3 of 3 have arranged for access.
- Washington Public Law Libraries—12 of the 30 Public Law Libraries have arranged for access.
- Washington Qualified Legal Service Providers—10 of the 57 QLSPs have arranged for access.

- Authors and editors of Deskbooks get complimentary online access.

Assumptions for Proposal

- We expect to maintain some print function, such as for law libraries and offices that want printed books. One way to do this, modeled after Oregon, is to take pre-orders and print only that number; any smaller print run will result in a higher cost and price. On-demand printing may be an option.
- The online version of free Deskbooks will be as high quality as what is currently offered, including links to primary law, useable forms, and adaptability to update.
- The Deskbook cost center would likely move from the CLE fund to the general fund, meaning expenses will be supported by license fees.
- Deskbooks as a “market” product will lose its commercial value—both for potential publishing partnerships (that is, we will pay the full price for production) and for members, who are not likely to easily transition back to a paying model. All existing physical Deskbook inventory (currently held by LexisNexis) will no longer be sold for retail value.
- This proposal affects the distribution model for Deskbooks; it does not alter (speed up) the editorial model, which would continue to rely on more expert staffing as well as a heavy lift to volunteer editors and authors.
- Providing Deskbooks to members may reduce some level of malpractice, but it is impossible to theoretically quantify in advance.

Fiscal Matters

Current WSBA Revenue Arrangements

- **Print:** Since entering into a contractual arrangement with LexisNexis (LN) in November 2020, the WSBA online store links to Washington “microsite” on LN site, <https://store.lexisnexis.com/site/wsba>, for purchases of WSBA Deskbooks. Existing inventory of WSBA Deskbooks (estimated value \$263,264, still carried as an asset on WSBA’s books) was transferred in March 2021 to LN warehouse. All future print editions of and updates to WSBA Deskbooks were predicated to be printed and warehoused, and order fulfillment handled, by LN. The current list prices of the books range from \$125 to \$599.
 - *Royalties to WSBA: 45% of each sale of existing WSBA inventory; 35% of each sale of Deskbooks manufactured/printed by LN.*
- **eBook:** This new format for WSBA Deskbooks became available for the first time in FY2021 pursuant to the LN contract referenced above.
 - *Royalties to WSBA: 50% of each eBook sale.*
- **Online:**
 - Through LN - *Royalties to WSBA: 22%*
 - Through Fastcase - *Royalties to WSBA: 70%*

Hard Numbers

Note: The “Deskbooks” cost center is in Advancement; shortfalls in “Deskbooks” net revenue have historically been subsidized by CLE and/or CLE reserves.

Revenue from print & eBook sales of deskbooks FY2018 – FY2021

- Print: GL for print is Desk 43100 [renamed in 2021 from Deskbook sales to LN print sales]
 - FY2018: 129,246
 - FY2019: 157,844
 - FY2020: 220,594
 - FY2021: 178,150
 - FY2022: 126,421

- eBooks revenue only (launched in FY2021): GL for eBooks is Desk 43455, job code: LN eBook sales
 - FY2021: 7,105
 - FY2022: See footnote 4.

Revenue from licensing online distribution of WSBA deskbooks FY2018 – FY202

- Casemaker [FY2018 – mid-FY2021; GL is Desk 43525]
 - FY2018: 55,122
 - FY2019: 39,121
 - FY2020: 52,812
 - FY2021: 56,379
 - FY2022: 28,933

- Fastcase [FY2021; GL is Desk 43525]
 - FY2021: 56,379
 - FY2022: N/A

- LN [launched in FY2021. GL is Desk 43455, job code: LN online royalties]
 - FY2021: 2,291
 - FY2022: See footnote 4.⁴

Deskbooks direct expenses FY2018 – FY2021:

- FY2018: 66,619
- FY2019: 227,867 (100,000 in obsolete inventory written off)
- FY2020: 127,572
- FY2021: 129,156
- FY2022: 34,951

Deskbooks revenue minus direct expenses FY2018 – FY2021:

- FY2018: 62,627

⁴ Total FY22 for both LexisNexis streams are represented in budget code 43455 and total as: \$63,653.25 + 3,802.55 (FY22 rev rec'd in FY23) = \$67,455.80

- FY2019: (-70,023)
- FY2020: 93,022
- FY2021: 48,994
- FY2022: 91,471

Deskbooks indirect expenses FY2018 – FY2021:

- FY2018: 244,821
- FY2019: 219,876
- FY2020: 220,950
- FY2021: 210,891
- FY2022: 208,568

Deskbooks net revenue (revenue minus direct and indirect expenses) FY2018 – FY2021:

- FY2018: (-182,195)
- FY2019: (-289,899)
- FY2020: (-127,928)
- FY2021: (-161,897)
- FY2022: (-117,097)

Costs of Warehousing Deskbooks Not Currently Carried by the WSBA, having been transferred to LN via 2020 – 2023 contract:

- Warehousing (\$675/month previously paid by WSBA for offsite storage)

Potential Fiscal Impacts

Costs to be reabsorbed by WSBA to produce online Deskbooks product in-house (by WSBA staff or outsourced):

- Pre-press editorial work (Without LN, we would have to take back creation of tables of authorities and indexing, which we have in the past outsourced to contract copyeditor and professional indexing company.)
- Conversion of print Word manuscripts, via formatting and xml tagging, to online version
- Licensing of search engine
- Licensing access to primary law database to link cited authorities to

Potential effects on future Fastcase and LN contracts of making online version of Deskbooks free:

- Would Fastcase or LN want to continue to try to sell a product (and share revenue from those sales with WSBA) when that product is available to its core audience (WSBA members) for free? Probably not.
- Would LN want to continue to incur the expenses of printing and warehousing WSBA Deskbooks if print sales fall off sharply in the face of the online version being free? Possibly.

In the absence of a contract with LN for printing/order fulfillment/marketing, WSBA would have to reabsorb the following costs (in-house or outsourced) of print Deskbooks:

- Printing of binders, tabs, and contents (Assuming much smaller demand for print if online is free, we would be looking at essentially “on-demand” printing, which we have never been able to do because of the high cost of small print runs on commercial presses.
- Warehousing of inventory (has historically required paying for rental of offsite warehouse space, as no space in WSBA offices – which will remain the case, especially if WSBA office footprint is reduced)
- Order fulfillment (processing orders; shipping) and customer service
- Maintaining/updating WSBA online store with Deskbook releases
- Marketing (we stopped doing print marketing (flyers, catalogs) years ago, as the costs were too high)

Staff Fiscal Analysis

Background. Since at least 2017, the Budget and Audit Committee has expressed a strong desire for the Deskbook Cost center to operate with a business model that approaches cost neutrality and, better, profitability for the CLE fund. This interest has been balanced with the overall goal of keeping deskbooks affordable for members and free for mission-critical groups such as QLSPS and public law libraries (part of the reason why the deskbook cost center is nested in the CLE fund is to provide some coverage to allow for free books and to shelter prices). In November 2020, after much negotiating and logistical conversations, we entered into a contract with LexisNexis that allowed us to drastically shift our cost/revenue outlook while maintaining pricing commensurate with historic pricing. LexisNexis took over the printing, warehousing, sales, marketing, and order fulfillment of the WSBA’s printed deskbooks and brought a new product to market (eBooks). As part of the transition, we shipped the remainder of our deskbooks in a Seattle warehouse to the LexisNexis warehouse in Maryland, to be sold as LexisNexis fulfills orders. We are still mid-execution of that initial contract with LexisNexis, and we are seeing positive signs in our financial statements and projections that this partnership is doing what the Budget and Audit Committee has long directed—closing the gap toward profitability. Simultaneously, we have worked closely with Fastcase as it acquired Casemaker, our provider of online subscription access to our deskbooks. Fastcase has spent a considerable amount of staff time and expense to convert our deskbooks to its platform in an accurate and user-friendly format.

Moving forward, it is not impossible to undo these contracts, but—from a financial and relationship perspective—it will be very difficult to go back to a working partnership to produce the deskbook products. Such a decision will, essentially, devalue deskbooks as members expect and receive free online access. If we look into the future of the deskbook cost center, the current model shows the cost line approaching and (hopefully) surpassing neutrality into profitability; the free member-benefit model shows the cost line growing each year. The bottom line: From a financial perspective, one of the most important assumptions of moving to a free member-benefit model is that the Deskbook Team *will not be able to meet expectations* if future boards desire to return to a business model.

Analysis. The recommendation for Deskbooks includes two types of costs for consideration:

- **Transition Costs:** One-time costs in the first year of transition from current model to proposed model. Total estimated cost of \$307,264 for the following:

- **Inventory:** The current model includes physical deskbook inventory from two sources: (1) WSBA-produced physical deskbooks that were originally shipped to LexisNexis for inventory storage and sales as part of our current contract, and (2) LexisNexis printed deskbooks (beginning in 2021).

We assume that switching to a free deskbook model would result in little to no market for buyers to purchase the existing physical inventory. If the inventory is not sellable, WSBA-produced deskbooks costs **would be written-off**, resulting in an expense for the full value of the inventory in the first year of transition to the new model. The current book value of the WSBA-produced inventory is \$263,264.

For any inventory that LexisNexis has printed during the term of the agreement, the WSBA may purchase some or all of it at 70% of then-current list prices, plus shipping and handling and taxes. LexisNexis will thereafter destroy any remaining inventory unpurchased. Current list prices of the books ranges from \$125 to \$599. It is possible that WSBA would want to purchase some of the remaining inventory to fulfill buyer needs during the transition, but it is possible that we could work with LexisNexis to continue to make those books available after our contract ends and point buyers to LexisNexis for purchase.

- **Platform Conversion:** WSBA would incur costs to convert manuscripts of existing deskbook volumes as part of the transition to the proposed model. The estimated cost for conversion is \$44,000.
- **Annual Recurring Costs:** This is the estimated cost to provide members with the proposed benefit each year and includes direct costs for producing the deskbook such as contract editorial support and an online hosting platform, and indirect costs for staff to support to produce deskbooks in house. The current model includes 1.65 FTE to support existing operations and the proposed model would require the addition of 2.5 FTE for a total of 4.15 FTE. The current estimated annual recurring cost is \$608,232 for year 1.

The total estimated cost for implementation in year 1 is approximately \$915,500.⁵ Future ongoing costs begin at a base of \$608,232, however it is reasonable to expect a rise in costs each year between 2 to 4%.⁶

Legal Analysis by Office of the General Counsel

Transitioning deskbooks to a member benefit requires:

- (1) Termination of the existing agreements with Lexis Nexis and FastCase;
- (2) Understanding that Lexis Nexis, FastCase, and the deskbook authors all retain some rights;
- (3) Consideration that this severing of contracts may be difficult and expensive to reverse or modify when working with these vendors in the future.

⁵ This includes a \$263,264 write off as opposed to a cash expenditure, and the annual ongoing costs.

⁶ This includes inflation and expected step-increases in salary of employees per the normal course.

Contract Termination Dates and Residual Rights

Lexis Nexis Contract:

- Contract Term: Initial three-year term with automatic one-year extension unless written notice provided 180 days in advance. Contract was effective 11/17/2020.
- Termination Notice Date: 5.21.2023 (note this is the Sunday after the BOG meeting).
- Residual Rights: Continued use of materials on hand (desk books may show up in sales literature); LN has a perpetual license to make permitted use of the material to comply with their-party distributor agreements and provide access to subscribers who rights were established prior to termination of the contract.

FastCase Contract:

- Contract Term: Contract amended in 2020 to add Deskbooks and expires 12.1.2023 with automatic one-year extension unless written notice provided 90 days in advance.
- Termination Notice Date: 9.2.2023
- Residual Rights: Continue to provide WSBA Deskbooks to subscribers until the end of the subscription period, but not accept any new subscriptions.

Deskbook Author Contracts:

- Terms: Authors transfer exclusive right to publish and sell to WSBA
- Retained rights: Nonexclusive license to publish and distribute copies of the author's chapters to the author's clients, as part of seminar materials used for client development (with WSBA permission)

Implications

It appears that both contracts need to be terminated to transition Deskbooks to a member benefit. The earliest date to terminate both contracts is 11/17/2024 based on the staggered termination notice dates. To meet this 11/17/2024 date, WSBA would terminate the Fastcase contract this year by giving written notice prior to September 2, 2023. The Lexis Nexis termination notice must be provided before May 21, 2024.

There will be some issues with residual rights provided to members whose subscriptions extend beyond the transition date. These WSBA members will receive the current Deskbook products through their subscriptions and the updates and any new Deskbooks as a member benefit. So, for a period of time, some members would need to look in two places to find the up-to-date Deskbook materials.

Given that WSBA would be terminating these contracts after a relatively short period of time and that both Lexis Nexis and FastCase performed work on their end, it might be difficult to negotiate favorable terms in the future if the BOG decided to revert back to the current external publishing arrangement.

Equity

Equity Projections

The WSBA has made commitments to advancing equity and inclusion both internally and externally in furtherance of its mission and GR 12.2. The WSBA's mission is to serve the public and members of the Bar, to ensure integrity of the profession and to champion justice. As directed by General Rule 12.2, the WSBA works to promote

diversity and equality in the courts and the legal profession and promote an effective legal system accessible to all. This project takes a step towards:

- Better equipping and supporting WSBA members to serve the public, especially those who cannot access justice because of poverty or other forms of marginalization, which big law firms (with the resources to acquire deskbooks) do not traditionally serve.
- Advancing a legal profession that is diverse and inclusive for members and prospective members especially those who are underrepresented in the legal profession, by allowing equal access to research and forms put together by the volunteers.
- Supporting the WSBA to operate in ways that align with its stated values of justice, diversity, inclusion, and equity – by making this a member resource not dependent on connections or resources, aside from membership in the bar association.

Some considerations in regard to examining this from an equity lens pursuant to BoG policy are as follows:

- **IMPACTED GROUPS:**
 - *The general WSBA membership:* This group will be directly impacted. We want a membership that is competent and has access to the best understanding and thought as to the law and how to practice it. That information is worth thousands of dollars and would be available to every member as a benefit of being a member.
 - *WSBA staff:* This group will be directly impacted. This would require work on the part of the staff and the hiring of additional FTEs to take over some outsourced tasks and maintenance.
 - *Subgroups of WSBA membership will be directly impacted:* rural practitioners, solo and small firm practitioners, small non-profit employees, and legal professionals from marginalized and underrepresented communities not traditionally part of big institutional law firms, will gain access to resources previously restricted to wealthier groups and those with access to law libraries.
 - *Members of the public in need of legal services:* The public in general will be impacted directly, and especially the public served by the subgroups of the WSBA membership that would be most directly impacted; this is because it will increase the resources available to, and general levels of competence and preparedness among, legal practitioners, all of which serve the public in some way.
- **PROCESS:** The Council's Charter is designed to have a makeup that reaches a broad cross section of the membership and includes staff input. Additionally, the Council brought in outside parties to speak to the effects on the public, including law librarians, and the Oregon State Bar's experiences. It is expected that this memo will be reviewed by section leaders, who will come to give input at the BoG meeting, including outreach already made to the Indian Law Section, the Practice of Law Board, and the Small & Solo Practice section in particular. As ultimate plans are laid down, and to work towards inclusion and belonging, the WSBA should continue to engage in authentic community outreach and engagement, especially with members, staff and the public who may be most impacted attorney access.
- **OUTCOMES:** The desired outcome is to ensure that the resources the WSBA puts together becomes accessible to all of our members, regardless of background or resources, so that they may

better serve the public in the most competent and educated way possible.

- *EVALUATION*: Evaluating the impact of the action, including unintended consequences and disparities among impacted groups will likely be carried out through the WSBA member perception survey which is an ongoing data sampling methodology that cross references data extensively.
- *FUTURE LEARNING*: Ideally, the WSBA will be able to track rates of usage and access to see what resources are in highest demand and take feedback from different sections and groups within the bar to evaluate the success of the project in reaching groups who previously did not have access to these tools. Low utilization rate may require communications and education outreach.

Staff Equity Analysis

Offering member-wide access to the WSBA desk books sounds like a great benefit for those who utilize it, but requires a not-insignificant increase in member fees. Based on preliminary fiscal analyses, this would incur an \$8-11 increase membership-wide, an almost 3% increase on licensing fees. This could disproportionately burden members with limited means who this proposal aims to benefit.

Knowing that it can be challenging to increase fees and other funding needs at the WSBA, the Long Range Strategic Planning Committee should carefully consider whether increasing fees in this amount to prioritize member-wide desk book access will best ensure the WSBA is fulfilling its mission and delivering on strategic planning goals. We recommend that the Committee perform a larger analysis of the needs of members, identify more upstream issues that cause inequities in access, and collaborate with the groups that experience the greatest barriers to accessing WSBA resources to develop solutions.

Should the Long Range Strategic Planning Council choose to proceed with this proposal, we recommend the Committee seek membership-wide input and conduct targeted outreach to the member groups who currently experience the most barriers to accessing the desk books. These might include (but are not limited to) the Solo and Small Firm Section, New and Young and Lawyers Committee, Minority Bar Associations, and Qualified Legal Services Providers. We suggest that the Committee be transparent that the member-wide access to the desk books will require increasing fees across the entire membership.

Alternative solutions that might have less of a significant fiscal impact could include 1) ensuring those who already have free access know how to access it and/or 2) potentially expanding free or discounted access to targeted groups with the largest needs (e.g., new and young members, solo practitioners). This may solve the immediate need of accessibility without creating such a large impact on licensing fees.

Special Thanks

Actual drafting was primarily the compilation of many materials, minutes, and resources compiled by WSBA staff. The drafter would like to acknowledge the enormous amount of work done over years by the staff of the WSBA in putting together this summary and all the background work and data collection and analysis over the last several years.

Of the many contributors, the true heavy lifters in this project have been: **Margaret Morgan**, Senior Legal Editor, **Tiffany Lynch**, Director of Finance, and **Maggie Yu**, Controller.

Additional thanks to: **Ana Selvidge**, Former Chief of Staff; **Bonnie Sterken**, Equity and Justice Lead, Access to Justice; **Diana Singleton**, Chief Equity and Justice Officer; **Laura Sanford**, Foundation Development Officer; **Doug Ende**, Chief Disciplinary Counsel and Director of the Office of Disciplinary Counsel; **Julie Shankland**, General Counsel; **Nicholas Mejia**, Equity and Justice Programs Coordinator; **Saleena Salango**, Equity and Justice Lead; **Sara Niegowski**, Chief Communications and Outreach Officer; **Terra Nevitt**, Executive Director; **Szilvia Szilágyi**, Assistant General Counsel.

DESKBOOKS

LRSPC Recommendation for Action: *Make online access to all WSBA Deskbooks a free member benefit.*

➤ **Current Model:**

- Deskbook cost center included as part of **CLE Fund** (*no use of license fees*)
- FY23 Budget: (\$49,735)
- Revenue from sales of pre-printed inventory and royalties
- Expenses from costs to produce Deskbooks and staffing support (1.65 FTE)

DESKBOOKS

➤ New Model:

- Deskbook cost center included as part of ***General Fund***
- Revenue generation is eliminated
- Expenses from cost to produce and host digital Deskbooks and staffing support (4.15 FTE)
- New hardcopy books will be sold at cost, pre-order model
- Write-off of existing inventory assuming implementation of new model @ end of contract period
- Accounting for revenue and expenses transitions from an “inventory” model to “direct” model

DESKBOOKS

Expenses:

- **One-Time Costs (\$307,264- Year 1)**
 - **Inventory: \$263,264 (+ \$\$TBD)**
 - Write-off of existing inventory printed by WSBA prior to Lexis Nexis agreement, current cost of \$263,264
 - LexisNexis printed books @ 70% of retail price (ranges from \$125-\$599), total cost is TBD
 - **Platform conversion costs: \$44,000**
- **Recurring Costs (\$608,232- Year 1):**
 - Existing annual costs inclusive of direct and indirect expenses for 1.65 FTE (\$300,735)
 - New direct costs for platform hosting (\$70,000)
 - Additional staffing 2.5 FTE to support bringing work inhouse (\$237,497)

DESKBOOKS

	ANNUAL COST*	ONE-TIME COST	TOTAL COST	\$ PER MEMBER**
YEAR 1	\$608,232	\$307,264	\$915,496	\$22.35
YEAR 2	\$626,479	-	\$626,479	\$15.29
YEAR 3	\$645,273	-	\$645,273	\$15.75
YEAR 4	\$664,632	-	\$664,632	\$16.22
YEAR 5	\$684,570	-	\$684,570	\$16.71
TOTAL OVER 5 YRS	\$3,229,186	\$307,264	\$3,536,450	\$86.32

*Assumes 3% increase to support inflation and expected step-increases for salaries

**Total # of members used is 40,970



Jeanine Lutzenhiser <jblutzenhiser@gmail.com>

Fwd: [section-leaders] Section Leaders 2023-05-08. Pls review and give your input to BOG before 5/19

Carole A. Grayson <cag8@uw.edu>
To: Jeanine Lutzenhiser <jblutzenhiser@gmail.com>

Mon, May 8, 2023 at 4:03 PM

Can you include Randall Winn's email and attachments?

----- Forwarded message -----

From: **Randall Winn** <rewinn42@gmail.com> <section-leaders@list.wsba.org>
Date: Mon, May 8, 2023 at 3:32 PM
Subject: [section-leaders] Section Leaders 2023-05-08. Pls review and give your input to BOG before 5/19
To: WSBA Section Leaders <section-leaders@list.wsba.org>
CC: <carolynm@wsba.org>

Dear WSBA Section Leaders

Our announced topic of the WSBA Selection Leaders Roundtable May 8, 2023 was a proposal to provide WSBA deskbooks online to all members for free.

There was also a shorter discussion of allowing members not in active status to serve on Section Executive Committees.

DISCUSSION NOTES: these are *my* notes. No individual necessarily agrees with any particular point.

1. OFFERING DESKBOOKS AS A FREE MEMBER BENEFIT

BACKGROUND:

Informing this discussion was an excerpt from Budget & Audit Committee meeting materials (attached). However, the April 17, 2023 memo "*WSBA Deskbooks can and should be offered as a free member benefit*" from the Long-Range Strategic Planning Council (LRSPC) to WSBA Board of Governors came to me after the meeting (also attached - thank you Attorney Johnson!). It did not form a basis of this discussion but has a lot of useful information. Both documents analyze costs not so much in disagreement as differing in emphasis.

BOG will have a "First Reading" of the proposal at its meeting May 19, 2023 (starting 9am). Typically there is a "Second Reading" and the next monthly BOG meeting, with a vote whether or not to enact the proposal.

TODO:

- * You are invited to provide your thoughts to your BOG representative, preferably days in advance of May 19 so they can think about it.
- * Your Section's Executive Committee might also offer information to its BOG Liaison.
- * You can make a brief statement at the BOG meeting. This can be especially helpful since they can ask you questions.

BOG cannot make the most informed decision without your information!

DISCUSSION POINTS:

* New deskbooks are likely to be most helpful to lawyers who are new or who are transitioning to practice areas that are new to them, since lawyers experienced in an area are likely to have their deskbook if they want one. (*By "New Lawyers", we should mean both categories, but we commonly just say "new lawyers".*)

* "Free Deskbooks" is a solution; what is the problem? Is it something about helping new and transitioning lawyers overcome barriers to practicing professionally (which includes effectively)?

If that's the problem, are deskbooks alone the most effective use of the costs to be shifted from the individual lawyers to WSBA Members generally?

- * Free Fastcase is an important benefit. Losing Free fastcase and gaining a free deskbook would not make sense.
- * **What benefits do WSBA members want?** If, per the Budget Committee, we're going to add \$600k a year to WSBA's budget, we'll need a dues increase sooner rather than later.
- * A deskbook in your practice area is a useful benefit to you but other deskbooks are not; few if any new lawyers practice in all areas.
- * Sections work on bridging the gap from being a new (or transitioning) lawyer into successful practicing in an area. It makes sense to combine Section membership with relevant deskbook, and/or some CLEs with relevant deskbook.
- ** Would any Section be interested in this package deal?
- ** Tying a free deskbook to a relevant section or to a CLE make more sense than offering all books because it narrows the scope.
- ** However, not all Sections have relevant deskbooks. For example, Solo/Small Practice might offer a deskbook with membership in the subject area of the member's choice. Other sections (criminal law, juvenile law) would be left out which may not be a problem if they don't feel a deskbook is helpful - we don't know.
- * If fewer than 100 WBSA members subscribed to deskbooks through Fastcase, will taking deskbooks away from them affect free Fastcase?
- * There are no deskbooks for several areas, e.g. federal practice, criminal law, juvenile law, being retired. The proposal does nothing for people in those areas (which shouldn't cancel an idea, but it's a consideration).
- * The primary purpose of bar association is professionalism; deskbooks promote professionalism.

2. CHANGING BYLAWS TO LET WSBA MEMBERS NOT IN ACTIVE STATUS TO SERVE ON SECTION EXECUTIVE COMMITTEES:

WSBA bylaws were recently changed to allow Sections to change their bylaws to allow members in "Inactive" status to be voting members; does anyone have comments?

DISCUSSION:

- * Sections benefit from a broader variety of experiences; retired people can make helpful contributions
- * Institutional memory is important
- * Retired people may have more time to serve.

Those are my notes. THANK YOU to the people who contributed at this meeting or via email!

Please discuss this with your Section members and committees. BOG needs your thoughts to make the best possible decision.

Sincerely,


Randy Winn

You are currently subscribed to section-leaders as: cag8@uw.edu. If you wish to unsubscribe, please contact the [WSBA List Administrator](#).

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Carole Grayson
Affiliate Instructor of Law

2 attachments

 **B&A Committee materials 04-28-2023 pages 186-189.pdf**
230K

 **BOG Memo Deskbooks_RDM_4.17.23 (2).pdf**
762K